







صباح الامل

EUROPE

# Paris go-ahead for Giat restructuring

By Robert Graham in Paris

The French government is to go ahead with a significant restructuring of Giat, the loss-making state-owned tank and munitions group, cutting the 10,500-strong workforce by at least a third. This will be the second attempt in three years to rationalise Giat's operations, but the new plan promises to be both more drastic and more politically sensitive. The unions say as many as five of the defence group's 14 plants face closure.

Although the unions have warned of substantial job cuts, Alain Richard, defence minister, confirmed the government was preparing to announce a restructuring plan next month. He said that 3,000-4,000 jobs would be lost and several plants shut down. He declined to give details of the plant closures other than to say "a small number" would be closed. This suggests the government is trying to limit the number of plants affected because of the emotiveness of job losses at state-run enterprises. Workers at the state-owned naval dockyards in Toulon recently went on strike for six weeks due to a decision to contract out a ship repair job.

Giat is shaping up to be a test case of the Socialist-led government's resolve to cut costs in France's state-controlled defence sector. Since 1996 the state has pumped in FF11.6bn (\$1.9bn) to prop Giat's ailing finances, the most recent being FF4.3bn agreed in February. The workforce has also been cut by more than 2,500.



Jean-Claude Trichet, Bank of France governor (left), with Dominique Strauss-Kahn, finance minister

short-term financial cost of large-scale redundancies will be high. Between 1990 and 1998 total government spending has risen 30 per cent at current prices. But defence outlays during this period have shrunk 19 per cent. The government has picked on defence as an area where further significant economies can be achieved as it

prepares the priorities of the 1999 budget. A strong reminder of the need to find spending cuts came yesterday from Jean-Claude Trichet, governor of the Bank of France, in his annual letter to President Jacques Chirac. Mr Trichet said it was essential in the context of the single currency to have budgets "close

to balance or in surplus" in periods of strong growth as a cushion against deterioration in economic conditions. This was a repetition of an earlier criticism from the Bank of France of the government's gradualist approach to reducing the deficit. Next year the planned deficit will be reduced to only 2.3 per cent of gross domestic product, from 3 per cent.

## Germany out of favour for HQs

By Ralph Atkins in Bonn

Germany has become less attractive as a European location for international company headquarters for tax reasons and "lifestyle" considerations, the American Chamber of Commerce (ACC) in Germany warned yesterday. A study by the ACC suggested that US, Japanese and South Korean companies were showing an increasing preference to transfer functions to London or Brussels.

## Attempts to form Hungary coalition

By Kester Eddy in Budapest

Arpad Goncz, Hungary's president, yesterday invited Viktor Orban, leader of the centre-right Fidesz-Hungarian Civic party, to form a government and become the third, democratically-elected prime minister of Hungary since the demise of Communism in 1989-90. Fidesz, which emerged as the leading party in last month's elections, is trying to reach an agreement to form a coalition government with the rightwing Smallholders party.

## Greece set to shed emerging market label

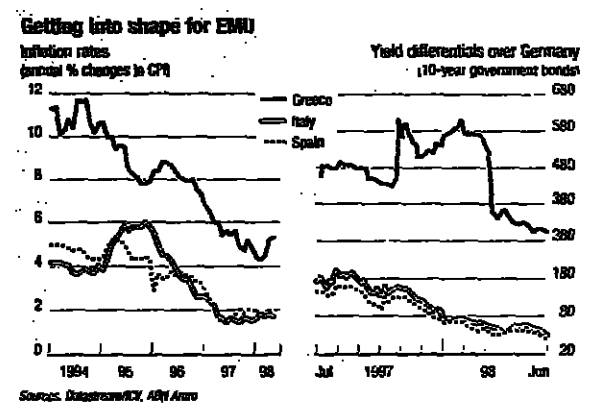
Athens is shaping up as a promising candidate to join Emu in 2001 but questions remain about progress on privatisation, write Kerin Hope and Jeremy Grant

Greece's Socialist government has undergone a crash course in the past few months on the workings of the financial markets. The Asian economic crisis, which triggered a sharp drop in Greek bond prices, led the government to speed up reforms aimed at modernising the secondary bond market and attracting more overseas investors. The long-awaited changes include a specific timetable for auctions of government debt in which primary dealers from a group of Greek and foreign banks participate, and the introduction of automated bond trading on the Athens stock exchange.

The gradual replacement of short-term treasury bills with long-term bonds will ease the finance ministry's burden of financing a swollen public debt equal to almost 110 per cent of gross domestic product. Parliament yesterday approved the waiver of tax on interest income earned on government bonds of more than two years maturity. Nikos Christodoulakis, deputy finance minister, says the lessons of the Asian crisis have been absorbed: "We're making the transition from an emerging to a developed market. So far the investor response has been very encouraging."

Nowhere is this more evident than in the Greek bond market. With entry into Europe's exchange rate mechanism in March and recent success in battling inflation, Greece is shaping up as a promising candidate to join economic and monetary union (Emu) in 2001. Rumour has it the Brussels monetary committee has already started referring to Greece as the 12th Emu member. That has turned the country's nascent bond market into one of the few remaining Emu interest rate convergence gambles in Europe. The bet is that yields will

fall and bond prices will rise as interest rates are lowered to combat inflation. Investors who buy Greek bonds now will be able to cash in as 2001 approaches. In recent weeks, there has been a surge in issuance - by sovereign and corporate borrowers - of drachma-denominated bonds, which offer the highest yields in the European Union. Greek bond yields are still trading at attractive spreads over their German counterparts, analysts say, despite having narrowed since a devaluation of the drachma in March. However, economists say Greece faces three challenges as it tries to satisfy the fiscal and monetary criteria required by Emu: maintaining momentum on its privatisation programme, taming public sector unions and curbing inflation. The government's success in resolving these issues will determine whether the Greek bond market main-



is projected to fall from 5.3 per cent in May to 2.5 per cent by December 1999. However, the reforms are opposed by powerful public sector unions which fear privatisation will result in widespread job cuts. The government must also contend with a leftwing Socialist faction which is still committed to public ownership. "Without progress there, it will be unfeasible to reduce the public debt in a meaningful way and keep inflation low," says Miranda Xala, currency strategist at Salomon Smith Barney. A six-week strike by work-

ers at Ionian Bank, which is due to be sold next month, underlines the difficulties that lie ahead. Ionian's staff are trickling back to work after receiving assurances from the government that no jobs will be cut for at least three years. But union leaders are still contesting details of the proposals. Platon Monokroussos, treasury analyst at ABN-Amro bank, believes investors have yet to see convincing evidence of progress in privatisation. "The track record of Greece in privatisation is very poor. They have to prove themselves."

Location decisions were often based on "subtle" factors, while decisions to leave Germany were not publicised. There were also examples of companies, particularly telecoms and multimedia businesses, moving into Germany, he added. Germany had a visible trade surplus of DM11.4bn (\$6.3bn) in April, indicating the continuing strength of the country's exports. However, the surplus was lower than the DM12.8bn reported in March, according to federal statistics office figures released yesterday. Exports fell from DM63.7bn in March to DM63.4bn in April while imports rose from DM70.9bn to DM72bn.

# CHANGE PLANES, NOT STATUS.

STAR ALLIANCE

The airline network for Earth.

## EUROPE

# Spanish radiation leak poses questions

By David White in Madrid

Mystery still prevails over a radiation leak at a Spanish steel plant which was officially notified to international authorities a week ago. The questions centre on its origins, its connection to a surge in radioactivity levels in parts of southern Europe, and an alleged delay in giving the alert.

The incident, at the Acerinox steel complex at Algeciras on Spain's southern tip, has brought allegations from regional officials that the company acted "clumsily and late", and attacks by the Greenpeace environmentalist organisation describing Spain as "a banana republic in waste management".

It is the second environmental scare in the region this year after April's disaster at the national park of Doñana, in which toxic sludge from a mine belonging to the Canadian-Swedish Soliden group spilled into the Guadiana river. Josep Piqué, Spanish industry minister, told a parliamentary committee it was not yet proven the Algeciras leak was the source of a radiation cloud reported at earlier this month in southern France, northern Italy and Switzerland. He suggested that the leak probably came from the melting of scrap from X-ray equipment.

According to Juan Manuel Kindelán, president of Spain's Nuclear Safety Council (CSN), the Algeciras incident could be the cause of the radiation wave. The company, which sought to reassure investors this week by saying that the incident had not affected production, has questioned the link.

The Acerinox plant, in which Nishin Steel and Nisho Iwai of Japan are shareholders, is the world's largest fully integrated stainless steel complex, exporting most of its output. It relies on shipments of scrap steel for its raw material.

The company notified the CSN on June 9 it had detected the radioactive isotope Cesium 137 in its filter system. The CSN confirmed this and notified the International Atomic Energy Agency, the European Commission and the French and Portuguese governments last Friday. Mr Kindelán has asked for clarification about whether the company delayed passing on the information, and said tighter controls should be considered on imported supplies, especially from eastern Europe, to avoid further incidents.

So far five employees at the site have been found to have traces of the isotope but, according to authorities, at well below the limits considered tolerable.

## Czechs feel cheated as they prepare to cast their votes

People across the social divide are angry about corruption and humiliated by the decline in their country's financial reputation, write **Stefan Wagstyl** and **Robert Anderson**

Clutching a red rose in one hand and giving a victory salute with the other, Milos Zeman, the Czech Social Democrat leader, ended a rally this week by singing the 1960s protest song "We shall overcome." About 500 supporters joined him in the grimy industrial city of Ostrava. Fuelled by cut-price beer and accompanied by a long-haired country and western band, they brought a broad smile to the face of the emotional Mr Zeman.

Meanwhile, Vaclav Klaus, head of the rightwing ODS and Mr Zeman's great rival, tried to inspire his supporters with a controversial military-style campaign leaflet. "Mobilisation," it read, "I am calling on all who want to live free... to vote ODS."

At meetings in Prague he played the showman by handing out free videos to supporters who composed ODS slogans. However, the campaign antics cannot disguise the political disillusion of many Czechs, as they go to the polls today and tomorrow in the second general election in two years.

Josef Trosky, the caretaker prime minister and former central banker who has ruled for the last six months since the failure of the last party-based government,

says: "Citizens have a problem with politicians and politics as such."

On the face of it, this lack of excitement seems strange: the election appears likely to bring the biggest shift in Czech politics since the Velvet Revolution in 1989. If opinion polls are correct, Mr Zeman wins points for financial honesty - but is painted by the press as a political loner unable to control his fractious party.

Mr Klaus's message plays well in Prague which has enjoyed the lion's share of the benefits of his rule. Business people, bankers and young professionals are his natural constituency. But outside these circles, Mr Klaus is remembered for broken promises of rising living standards. Older workers with no stake in the new order, pensioners, the sick and the unemployed feel betrayed. These voters are turning to Mr Zeman, who is busy wooing them with pledges of a job-creating spending package.

However, this simple division between right and left is complicated by the dark side of Mr Klaus's record in government. People of all classes are angry about the corruption generated by his over-easy attitude to regulation and the rampant greed of some of his closest sup-

porters. Czechs feel cheated by the loss of public money and humiliated by the decline in their country's financial reputation.

Jiri Chudoba, a 29-year-old physicist who has previously voted ODS but is switching to another rightwing party, says: "There are too many unanswered questions about ODS finances." The proportional representation system makes voters' choices even trickier. No single party of the 13 standing is likely to win a majority. Even if Mr Zeman achieves his ambition of 35 per cent of the vote, he will have to find partners.

He says he can do business with the Pensioners' party on his left and the Christian Democrats on his right. But if this is insufficient he will have to rule as a minority or look further afield. He refuses to consider working with the Communist party, which stands by its traditions, supports state intervention and opposition to Nato membership and wins almost 10 per cent in opinion polls. And Mr Zeman believes co-operation with Communists would horrify too many voters.

However, the only alternative to the Communists would be the right of centre Freedom Union (US). This new party, formed last year by ODS breakaways who could no longer stomach working with Mr Klaus, is the backbone of the present caretaker government. Mr Zeman sorely needs their administrative skills.



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Vaclav Havel, the president, favours a broad Social Democrat-US coalition as the best way to bring back stability. Mr Zeman has ruled out such a deal as has Jan Ruml, the US leader. But some senior Social Democrat and US parliamentarians are not so sure.

Faced with these complexities, a stagnant economy and a wet summer, it is little surprise that Czechs are fed up. Even the World Cup provides little distraction as their team is not playing. No wonder that on Wednesday Black, the big-selling tabloid daily newspaper, almost ignored the election on its front page. The top stories were the discovery of a mass grave in the Mexican desert and the Ascot fashions.

## Danish tax reform backed by the left

By Hilary Barnes in Copenhagen

The minority Danish government has secured sufficient support from leftwing parties to win parliamentary approval for tax reforms that will result in a significant redistribution of wealth to the less well off.

Cuts in the lowest income tax rates will be financed by home owners, high earners and those who exploit tax-advantaged pension savings programmes.

The government, dominated by the Social Democratic party, concluded a deal on Wednesday with the two leftwing opposition parties in parliament, the Socialist People's party and the ultra-left Unity List.

The administration ensured a majority for its proposals after the two MPs for the Faroe Islands said they would either abstain or support the government. The government has agreed to pay the Faroe Islands about DKK2bn (\$294m) to relieve island debts.

It is unusual in post-war Denmark for controversial policy initiatives to be pushed through without some form of prior consultation between government and opposition. One newspaper yesterday described the tax reforms as a "red shock".

That comment was echoed by Anders Fogh Rasmussen, leader of the Liberal party, the largest non-socialist opposition party. "The government has chosen sides," he said. "We have got a red cabinet."

Mr Fogh Rasmussen said the government's alliance with the leftwing and the Faroe Islanders could lead to an early election.

The government, which wants to curb domestic demand, has introduced the tax programme in an attempt to cut gross domestic product growth by 1 point to 2 per cent next year. It also aims to halve the growth in private consumption to about 1.5 per cent.

If the proposals win approval the lowest rate of state income tax would be lowered from 8 to 5.5 per cent, and the top rate would rise from 58 to 59 per cent.

## EBRD set to back Ukraine N-plants

By Lyle Boulton, Environment Correspondent

The European Bank for Reconstruction and Development is set to agree the biggest single loan in its history to secure closure of Chernobyl, site of the world's worst nuclear accident.

Officials said the bank had given preliminary approval to lending Ukraine \$190m to help fund completion of two reactors started in the Soviet era.

Ukraine wants western financing for the project, the total cost of which is now estimated at \$1.7bn, as its price for closing two reactors still functioning at the Chernobyl plant.

The Group of Seven industrialised nations agreed in 1995 to help fund the project if it proved the most economic way to boost Ukraine's energy supplies to compensate for the loss of power from Chernobyl.

After an independent report commissioned by the EBRD found the project did not meet the bank's least-cost criteria, the G7, which fears further accidents at Chernobyl, put pressure on the bank to conduct a new study. This concluded the project was economic.

But the bank is still concerned about the project's viability and has decided to attach tough conditions to the loan.

Ukraine would first have to agree a new financing deal with the International Monetary Fund and carry out a long-promised restructuring of its energy sector based on market principles. This would include privatising its electricity distribution companies and raising the low level of collection of electricity bills from about 10 per cent at present.

Antony Froggatt, an adviser to Greenpeace, who has followed the issue closely, predicted that on past precedent the Ukrainians would "not meet the [reform] conditions".

The bank would then face a stark choice. The question would be whether it chose to abide by its "own sound banking principles" or bowed to G7 pressure.

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## NEWS DIGEST

## GERMAN ECONOMY

## Bundesbank's warning hints at interest rate rise

The Bundesbank yesterday raised the prospect of an interest rate rise as it warned European central banks to keep a close watch on steeply rising share prices and counter them with monetary action if necessary.

It also said the new European Central Bank should not be left with a legacy of potential inflation when the euro was introduced next year. Rita Schumacher, economist at Nikdo Europe, said: "The implicit conclusion is that rates will have to rise." This could happen by the end of July, with other countries following.

Last October the German central bank raised its securities repurchase (repo) rate from 3 per cent to 3.5 per cent. The Bundesbank noted that exports were still rising, capital spending was picking up and consumer demand was more buoyant. But unemployment remained "unacceptably high". Andrew Fisher, Frankfurt

## UKRAINE FINANCES

## Situation 'close to critical'

Leonid Kuchma, Ukraine president, yesterday described the country's financial situation as close to critical and announced that he would issue a package of decrees because parliament was too "paralysed" to act.

In a nationally broadcast address, Mr Kuchma said Ukraine's heavy international borrowing was nearing a critical mark, and the crisis could undermine the stability of the national currency, the hryvna.

The president assailed both the previous parliament and the newly elected legislature, which he criticised for infighting. His attempts at market reform have long been stalled by parliament. The current parliament, elected in late March, is dominated by leftists and the centrist opposition.

The president said he has decided to heed recommendations of his staff and sign a series of "vital" decrees. The decrees, expected to be signed yesterday, would lower the 20 per cent value-added tax, simplify tax procedures for small businesses, introduce a fixed agricultural production tax and allow the government to raise money to address a huge backlog in overdue wages. AP, Kiev

## NAZI GOLD

## Bank attacks Bergier report

The Swiss National Bank has attacked the government-backed historical commission that published a highly critical report of the central bank's role as the main outlet for Nazi gold during the second world war.

The SNB, which faces the threat of class actions from US Holocaust survivors, yesterday tried to repair some of the damage done by the recent report of a group of historians led by Professor Jean-François Bergier.

The Bergier report concluded that some of the arguments used by the SNB's wartime managers to justify the gold purchases were not credible.

However, Jean-Pierre Roth, one of the SNB's two vice-presidents, said that the report lacked an in-depth analysis of Switzerland's wartime economic policies. It had failed to explain adequately why the German gold transactions were critical to the maintenance of Switzerland's monetary stability, and had failed to discuss whether the SNB could have followed any other course of action.

Mr Roth accepted the SNB's wartime managers had not "shown enough sensitivity to the moral dimension" of possibly accepting looted Nazi gold.

However, he stressed that the bank had no intention of negotiating an out-of-court settlement of the threatened US class actions. William Hall, Zurich

## GREEK DOCKERS STRIKE

## Sell-off plan provokes protest

Dock workers at Piraeus and Thessaloniki, Greece's two biggest commercial ports, yesterday started a six-day strike in protest against the Socialist government's plans to privatise both port authorities next year.

The union claims plans to restructure the port authorities and float a 49 per cent stake on the Athens stock exchange would lead to job losses.

The merchant marine ministry argues that the partial privatisation will increase the number of jobs, because the ports will be able to operate additional shifts under private sector management.

The strike is the latest in a series of walk-outs staged by workers at state-owned banks and utilities included in the government's fast-track privatisation scheme.

Workers at ELTA, the Greek post office, staged a 24-hour strike yesterday to protest against a reform plan under preparation by the government. The postal service is one of four loss-making state enterprises being restructured this year as part of the Socialist's effort to reduce the budget deficit below 3 per cent of gross domestic product, a requirement for joining the European single currency. Kerin Hope, Athens

## ESTONIAN ECONOMY

## Move to slow growth

Estonia's government and central bank have agreed to revise economic policy for 1998 as a result of concerns about strong economic growth and the large current account deficit.

The supplementary economic programme, drawn up in co-operation with the International Monetary Fund, will contain measures to restrain demand and reduce the current account deficit by increasing the public sector surplus by half a percentage point to 2.5 per cent of gross domestic product.

Surplus revenues will be channelled into an existing "stabilisation fund" abroad. The government plans to reduce its current expenditures by 1 percentage point, to 32 per cent of GDP, in the course of 1998. While earlier measures to slow the economy and restrain demand had some effect, figures now suggest that the economy will grow 8 per cent this year, compared with earlier targets of 5.4 per cent, according to the central bank. Marek Vipotnik

## CONSUMER COMPETITIONS

## Havel and parliament clash

The Czech lower house of parliament yesterday met in special session to overturn the veto of President Vaclav Havel on a bill banning foreign companies from running consumer competitions.

Foreign companies complain that the bill - aimed at stopping casinos run by foreign mafia - prevents foreign companies running promotions and is therefore in violation of international accords such as the Czech Republic's association agreement with the European Union.

Graham Staley, head of Prazske Pivoary, majority owned by Bass of the UK, said: "They were trying to trap the mafia but they have caught genuine customer promotions." The EU has also warned the Czech parliament about the bill. Klaus Van der Pas, the EU's chief negotiator with the countries applying to join the union, said on a recent visit to the country that the lottery law was not "in conformity with the preparations for EU entry".

The Czech Republic backed down in a conflict with the EU over quotas on apple imports last month after the Union imposed retaliatory measures. Robert Anderson, Prague



BOEING ANNUAL FORECAST N AMERICAN AIRLINES WILL BUY MORE JETS OVER NEXT 20 YEARS BUT ASIANS WILL BUY MORE LARGE ONES

## Dip in Asian aircraft buying predicted

By Michael Skopnik, Aerospace Correspondent

Airlines in Asia will buy 150 fewer aircraft than expected over the next four years but should then return to being among the world's biggest buyers of jets, Boeing of the US said yesterday.

growth in the next four or five years and that the region's crisis would not spread to the rest of the world.

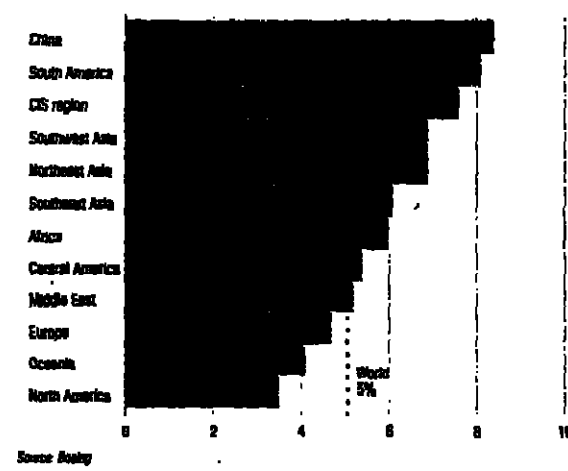
This was because US airlines needed to replace an ageing fleet. North American airlines would buy 5,580 aircraft, compared with European carriers which would purchase 4,990. Asia-Pacific airlines would buy 4,780 new jets, Mr Dennis said.

Boeing, the world's biggest aircraft maker, said it disagreed with Airbus Industrie, its European rival, over the level of demand for aircraft with more than 400 seats.

demand for such aircraft was too small to justify the development cost. However, Airbus is pressing ahead with plans to build a super jumbo, provisionally called the A3XX.

By 2017, large aircraft with 400 seats or more would account for only 6.5 per cent of the world's fleet, compared with 8 per cent today. Single-aisle aircraft would represent 69 per cent, compared with 73 per cent today. The biggest growth would be in intermediate-sized aircraft, which would account for 24.5 per cent of the world-wide fleet, up from 19 per cent today, he said.

Air travel growth  
By region (annual percentage growth rate 1998-2007)



## Japan comes to Jakarta's aid

By Peter Montague in Tokyo

Japan is pressing ahead with its \$1bn trade credit facility for Indonesia without waiting for the country to reach a new agreement with the International Monetary Fund, according to a senior official of the Export-Import Bank.

Takuma Hatano, head of the bank's Asian loan department, said the decision was taken because Indonesia's situation was worsening daily, with capacity use in industry down to 20-30 per cent. The loan was signed yesterday in Jakarta, he said, with funds available over the next few days.

"The IMF mission is basically on track and the government has already announced that it will accept and implement the IMF programmes," he said.

The loan will be used to settle letters of credit issued by local Indonesian banks to finance imports of raw materials and components needed by Indonesian exporters. Trade finance provision has halted since Indonesia's crisis hit, making it virtually impossible for exporters to benefit from the rupiah's steep decline.

A condition of the loan is that exporters who benefit from the finance must remit the profits from their transactions back to Indonesia

and not hold them offshore in financial centres such as Singapore, Mr Hatano said. The bank is anxious that its funds are not used to finance further capital flight.

Though Japan has been waiting for a new IMF agreement to implement most of its bilateral aid to Indonesia, it has been anxious to press ahead with the trade credit facility, partly because of the country's importance as a source of energy supplies. Liquefied natural gas from Indonesia accounts for 40 per cent of Japanese gas imports.

Separately, aid officials said the passage through the Diet this week of Japan's supplementary budget would release an additional ¥30bn (\$214m) in development assistance funds, much of which would be channelled to Indonesia in the form of food assistance.

With total loans outstanding of ¥700bn, Indonesia is the largest borrower from Japan's Eximbank after China, Mr Hatano said. But it was not clear how far the bank would be able to provide fresh long-term loans to finance investment projects. It was willing to do so, but the chances were that the Indonesian government would have to cut investment spending and concentrate its resources on food and energy distribution.

## Buoyant year for global films

But money is becoming tighter in Asia and Hollywood, reports Alice Rawsthorn

Film production investment	1996	1997
Europe	2.38 bn	3.25 bn
North America	8.52 bn	10.07 bn
South America	1.52 bn	1.29 bn
Asia	1.32 bn	1.45 bn
Oceania	0.66 bn	1.20 bn
Total	13.38 bn	14.97 bn

Source: Screen Digest

The global film industry enjoyed a buoyant year in 1997, when steep increases in production budgets in Europe and North America fuelled a 12 per cent increase in overall investment to \$14.97bn, from \$13.38bn in 1996.

However, film makers may face tougher conditions this year, according to a study in the latest issue of Screen Finance, the film industry newsletter.

Asia's movie producers have found it difficult to secure capital for new projects since last autumn's stock market collapse. Several Hollywood studios have either scrapped expensive blockbusters this spring, or pruned budgets.

Cost concerns had a tangible impact on the Hollywood studios and the rest of the North American film industry last year.

There were only 676 US film productions in 1997, against 716 in 1996, but total investment rose to \$9.82bn from \$8.79bn in the same period, as the budgets of individual pictures increased sharply.

allowed marketing expenditure to escalate. The average cost of releasing a Hollywood film is now \$75.6m, five times more than 15 years ago.

The once-dormant European film business has returned to growth. The number of films made in the European Union totalled 666 last year, from 645 in 1996, with production investment rising to \$3.23bn from \$2.82bn.

However, European production budgets are still significantly lower than those in the US.

The average US movie cost \$14.53m to make last year, against \$9.42m for the UK, Germany's \$5.65m and France's \$5.53m.

One of the most buoyant European markets in 1997 was France, where feature production reached its highest level since 1982. The UK also experienced a continued



European business is growing: Kate Winslet in *Hush*

increase in the number of films shot, and overall investment.

Activity declined in Germany, where 61 films were made in 1997, against 64 in 1996.

The Asian film industry emerged relatively unscathed from the region's economic instability last year, largely because most of the year's productions were already completed, or financed, before autumn's stock market crisis.

Total investment in Asian production rose to \$1.46bn last year, 10 per cent higher than 1996's \$1.32bn.

However, the Screen Finance report detected lower investment in Hong Kong, Malaysia and China during 1997, and conditions have worsened across Asia this year.

South America's film

industry is still small by international standards, but is now expanding after a series of local box office hits and increased state support. Production activity rose in Venezuela, Argentina and Mexico during 1997, but fell in Brazil.

Despite the Asian downturn and Hollywood's budget-pruning, the long term outlook for the global film industry is still positive. The construction of new multiplexes should sustain the recent increases in admissions, particularly in Europe, and the market for broadcast film rights will continue to grow as hundreds of new television channels come on air.

Screen Digest, 37 Gower Street, London WC1E 6HH; Tel: 0171 580 2842; available for £75 per issue.

## US seeks wider Chinese access

By James Kyong in Beijing

The US is to concentrate on gaining greater access to China's vast marketplace at a landmark summit meeting this month, rather than actively seeking the large but one-off procurement deals that have characterised such events in the past.

Large deals to buy items such as Boeing aircraft have in the past been held up as the fruits of US constructive engagement. But recent controversy surrounding the alleged transfer of missile guidance technology to China by Loral, a US company, has made the White House sensitive over its commercial relationship with Beijing. US officials and company executives said.

In addition, the officials said, it was felt in the US that the headline-grabbing deals of past visits allowed the Chinese to soft-pedal on substantive market opening measures. Significant procurement deals may be announced during the summit, but President Bill Clinton is not expected to make these a focus.

The summit, which runs from June 25 to July 2, will focus instead on working toward criteria for market entry, so that the award of licences becomes less of a political issue. Currently, many types of business

licence are awarded on a case-by-case basis after a range of political, commercial and other considerations have been assessed.

Charlene Barshefsky, US trade representative, is expected to arrive in Beijing today for final talks before Mr Clinton arrives. She is expected to discuss market liberalisation under China's negotiations to enter the World Trade Organisation.

Ms Barshefsky will try to get China to improve its Information Technology Agreement offer which seeks to eliminate import duties on more than 400 information technology products. Beijing has proposed phase-in times for tariff abolition on some products which the US sees as too long.

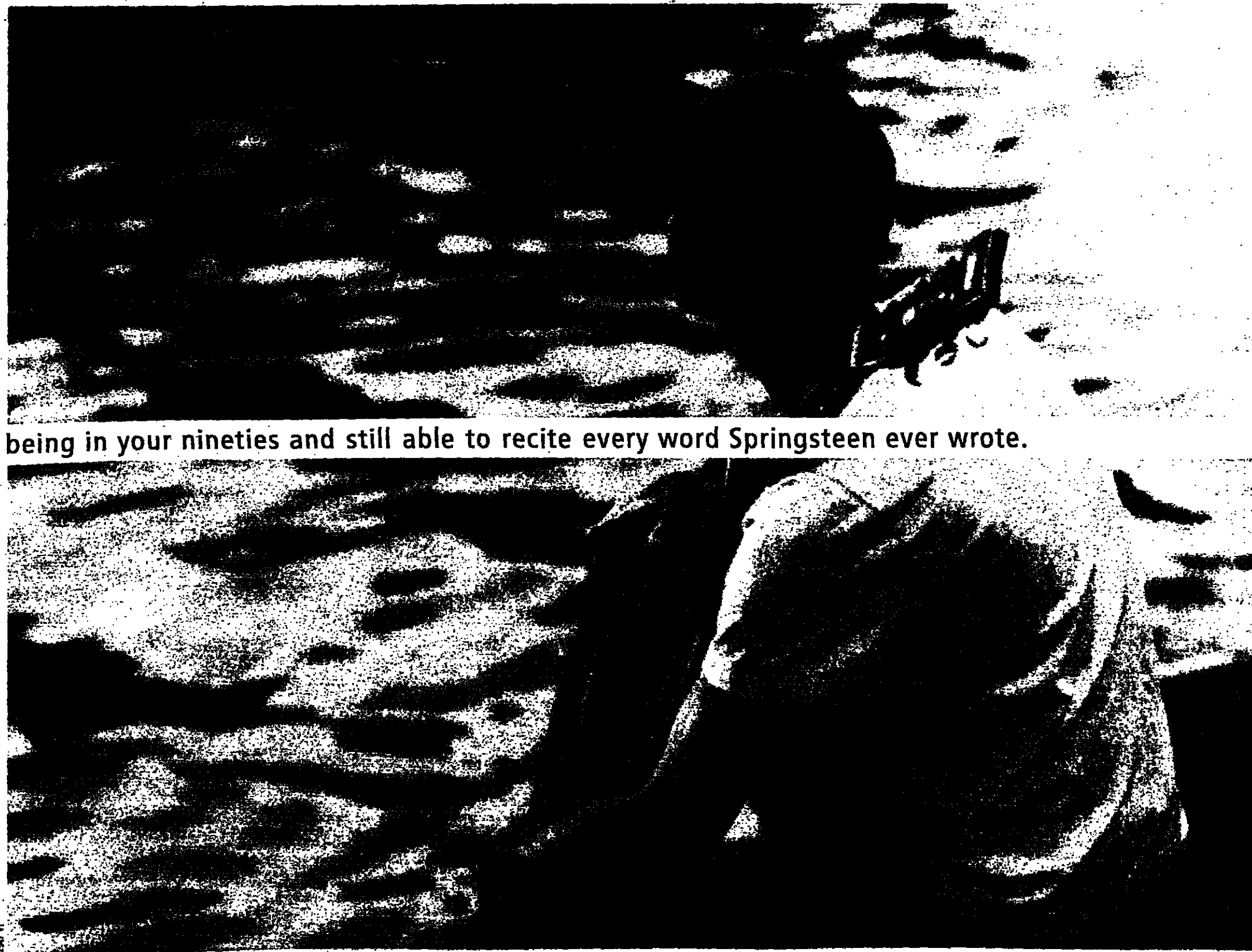
Separately, US officials are expected to push in negotiations around the summit for better trading rights in China, specifically the reduction of requirements that US companies must import and sell their products in China through local agents.

The US plans to offer co-operation in establishing improved and standardised systems for airports, air traffic control and other aviation equipment, thereby creating a future market for US products. It hopes to engage China in discussions of security and verification in internet commerce.

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## THE AMERICAS

# Holbrooke named as UN envoy

By Stephen Fidler and Mark Szerman in Washington

President Bill Clinton yesterday announced he was moving his ambassador to the United Nations to the job of energy secretary and said the UN position would be filled by Richard Holbrooke, the veteran diplomat.

Bill Richardson takes over at the Department of Energy as the only Hispanic American in the Clinton cabinet from another Hispanic, Federico Peña, who is stepping down in July.

Mr Holbrooke is best known for his role in resolving the conflict in Bosnia, but has widespread experience in other parts of the world.

Mr Richardson, a former congressman, had been praised for such activities as trying to ensure a probe into

allegations of Rwandan refugee abuse and for seeking to implement a comprehensive weapons inspection regime in Iraq.

However, his relationship with Madeleine Albright, US secretary of state and his predecessor at the UN, is said to have been tense. He is also known to be interested in returning to domestic politics, perhaps as a candidate for governor of his native New Mexico in the 2000 elections, or even as a vice-presidential candidate for the Democrats.

In announcing the appointments, which require Senate confirmation, Mr Clinton said Mr Holbrooke was "already a familiar face around the globe", and praised his efforts to secure peace in the Balkans and as a special envoy for the US in Cyprus. He also cited Mr



Richard Holbrooke: new challenge after notable career as a special envoy

Holbrooke's experience in Asia as assistant secretary of state, "where he has continued to be actively involved and which is very important today".

Mr Holbrooke will take over at the UN at a critical juncture. Nuclear tests by India and Pakistan, possible

confrontation with Iraq, increased tensions between Greece and Turkey over Cyprus, and a collapsing Middle East peace process are all likely to occupy his attention.

He is also likely to have to cope with the ethnic conflict in Kosovo, which threatens

to spread to other parts of the Balkans, where he has been criticised for encouraging a temporary shift in US policy which exacerbated conflict in the region. Mr Holbrooke also pledged yesterday to work with Congress to unlock \$1bn in US arrears to the UN.

## A controversial magnet for small Canadian investors

Despite being alerted to doubts about YBM claims, the Ontario Securities Commission approved a C\$53m share issue, writes Edward Alden

For Canadian investors who pumped the stock of the once-obscure, now suspended, magnet maker YBM Magnex International this year, the wait will be agonising.

From early 1996 to early this year the stock rose from less than C\$5 (US\$3.40) to more than C\$20, giving the company a market value of close to C\$1bn (US\$680m). Now, Deloitte & Touche, the auditors, expect to spend about two months scrutinising an 83-page report and boxes full of appendices on the company's operations.

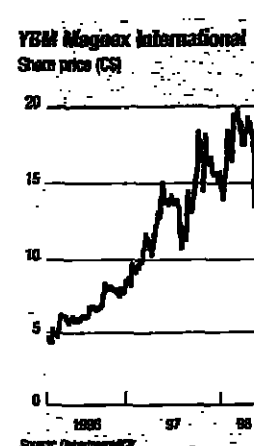
Their conclusions will largely determine whether YBM is reinstated or permanently barred from the Toronto Stock Exchange.

About 45 per cent of the shares, heavily promoted by major Toronto brokerage houses, are in the hands of small Canadian investors through mutual funds.

The list of questions about YBM may take months to answer but investors are wondering why concerns about the company's business did not cause Ontario securities regulators, already burned by the spectacular collapse of Bre-X Minerals last year, to act much earlier.

YBM rocketed from obscurity as a junior shell company on the Alberta Stock Exchange to a listing on the TSX's blue-chip 300 index in less than three years. It said it had tapped into a booming market for permanent magnets in eastern Europe and the Ukraine.

But last month the Ontario Securities Commission (OSC) suspended trading in the company, the same day the US Federal Bureau of Investigation seized documents from YBM's Pennsylvania headquarters as part of a criminal investigation. One large shareholder, Semion Mogilevitch, a Ukrainian-born financier, was barred from the UK after a police investigation into alleged money laundering. The OSC has scheduled hearings to



start on August 10.

In its prospectus for a 1997 Toronto exchange issue of 3.2m common shares worth C\$53m, YBM said it was selling high energy neodymium magnets throughout North America, Europe, the Middle East and Asia. Permanent magnets are used primarily in the car and computer industries.

OSC regulators, as part of a due diligence investigation, examined these statements last autumn, according to sources familiar with the investigation. What they were told was that virtually all the company's sales were to distributors in eastern Europe, a market no other magnet manufacturer had tapped.

Deloitte & Touche, which re-audited YBM's 1996 financial statements at the request of securities regulators, found YBM's claims to have made 14 per cent of its sales in North America and 4 per cent in the Middle East were false. Some 98 per cent of its 1996 sales were in Europe, about 80 per cent of that in eastern Europe.

Ontario regulators were warned by industry experts that the company's assertion it had earned US\$20m in 1996 from using neodymium powder to remove sulphur from Ukrainian crude oil could not be substantiated. While some rare earth materials have a small application in oil refining, no commercial

use of neodymium to desulphurise oil has ever been developed, say experts in rare earth materials applications.

The experts include Fred Jones, a 35-year consultant to the permanent magnet industry; John Creighton, development specialist with Grace-Edwards, a large US commercial supplier of rare earth materials to the oil industry; Tom Halford, director of process and technology for Petro-Canada's refining division; John Giesman, gas project manager for Universal Oil Products, the world's largest seller of licensed technology to oil refineries; and Barry Kilborn, formerly of the rare earth producer Molycorp, who is regarded as the world's foremost expert on uses for rare earth materials.

Despite being alerted to doubts about YBM's claims, the Ontario Securities Commission approved the C\$53m share issue. One reason the OSC may have been reassured is that YBM was backed by many of Toronto's most prestigious brokerage houses.

The five underwriters for the 1997 share offering had agreed to purchase all 3.2m shares. Subsequently First Marathon Securities, the lead underwriter, issued strong buy recommendations until the stock ceased trading in April, as did Griffiths, McBurney and Canaccord Capital, two of the other underwriters.

Owen Mitchell, a vice-president at First Marathon, sits on YBM's board of directors along with David Peterson, a former Ontario premier.

The company says all outstanding questions about its business are answered in the 83-page independent forensic investigation requested by Deloitte & Touche and commissioned by YBM. According to a summary released by YBM last week, the investigation by Pinkerton Investigation Services found no evidence of criminal activities by the company and no evidence of bogus transactions.

That report has yet to be approved by Deloitte & Touche, which has refused to validate the company's 1997 financial statements.

## Fresh blow for Brazil spending reforms

By Jonathan Wheatley in Brasília

Brazilian congressmen have dealt another serious blow to the government's efforts to trim the country's growing budget deficit by voting to remove one of the main cost-cutting elements of a bill designed to overhaul the state pension system.

In a vote late on Wednesday, government supporters

failed by two votes to defeat an opposition amendment removing from the bill a measure to restrict civil servants' rights to retire on full pay.

The government's proposal would have reduced by up to 30 per cent the pensions of public employees earning more than R\$1,200 (US\$1,040) a month.

This follows the opposition's success last month in

removing from the bill a clause setting minimum retirement ages of 60 for men and 55 for women.

Brazilians currently retire according to length of service, but loopholes in regulations allow many public servants to retire on more than full pay while still in their 40s.

Pension reform is a central element in government attempts to cut public spend-

ing and tackle a fiscal deficit of about 6.5 per cent of gross domestic product. But the bill now falls far short of providing the large-scale reform the government had hoped for.

Wednesday's vote all but rules out any chance the reform will be implemented before next year. Congress approved the bill earlier this month after three years of deliberation, but procedure

allowed the opposition to put forward supplementary amendments.

Three remain to be voted on, after which the modified bill must return to a special committee and then for a full vote in Congress.

Ministers say they will present new proposals for reform of the country's pension system next year if Fernando Henrique Cardoso, president, is re-elected.



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## Clinton vows he will fight on over tobacco

By Mark Szerman in Washington and Richard Jenkins in New York

President Bill Clinton vowed yesterday to keep fighting for comprehensive US tobacco legislation despite the defeat of a tough anti-smoking bill in the Senate on Wednesday night.

"It's dead today, it may not be dead tomorrow, and it's not dead in the long run because the public health need is too great," he said. "I've never quit on anything this important in my life: I don't intend to stop now."

The bill, defeated by Republican opponents after a month-long debate on the Senate floor, would have raised the price of cigarettes by at least \$1.10 a pack in an effort to curb youth smoking. The extra taxes would have yielded at least \$16bn over the next 25 years.

The defeat is a serious blow for Mr Clinton's political agenda. After months of vacillation, the White House had become closely involved in negotiations over the legislation and hoped to use the tax revenues to fund a wide range of public programmes.

In a move seen as an attempt to head off criticism on the tobacco issue ahead of November's congressional elections, Newt Gingrich, House speaker, indicated that Republicans would still consider trying to pass narrower legislation to help

limit teenage smoking.

"It's our intent to pass effective legislation that is narrowly focused on anti-teen smoking, anti-drug efforts," he said. "Our goal is to reduce teen smoking, not increase taxes."

Democrats said they would try to resurrect the original proposal by offering it as an

**Republicans may still consider trying narrower legislation to help limit teenage smoking**

amendment to other legislation pending on the Senate floor. "We will not let this issue die," Tom Daschle, Senate minority leader, said. Mr Clinton also indicated that senators from both parties were working on a possible compromise measure that could be introduced before the end of the current congressional session.

Tobacco stocks opened sharply higher on the New York Stock Exchange but lost some early gains as the market reacted to the possibility of further attempts to legislate against the industry.

Investors were also disap-

pointed that the opportunity had been lost to broker a legislative compromise giving the tobacco industry some protection from the billions of dollars' worth of lawsuits pending against it.

At midday, Philip Morris's shares were up 1 1/2% at \$40 1/2, far short of the \$48 1/2 they reached when hopes of a legislative compromise were high. RJR Nabisco's were up 3/4% at \$24 1/2. In London, shares in BAT Industries closed 9p up at \$89p.

The bill's defeat comes a year after the tobacco industry signed a historic accord with anti-tobacco lawyers, agreeing to pay out \$38.5bn over 25 years in return for immunity from big lawsuits.

The accord needed Congress's approval before it came into effect, but the Senate toughened the anti-tobacco provisions and removed the legal immunities the tobacco industry had sought, prompting tobacco companies to campaign against it.

If no other legislation replaces the Senate bill, tobacco companies will benefit because US cigarette taxes will remain low. But a much more serious problem facing the US tobacco industry is the mounting wave of potentially ruinous legislation. The industry has already agreed to pay out \$35bn over 25 years to four states that brought lawsuits against it.

## Go-ahead for Cuban airline flights over US territory

By Pascal Fletcher in Havana

The US government, which recently authorised the resumption of direct passenger charter flights between the US and Cuba, is also lifting a ban on Cuban commercial airline flights over US territory.

The decision drew an angry reaction from one Cuban-American congressman, who was briefed on the move by US State Depart-

ment officials.

Representative Bob Menendez, a New Jersey Democrat and one of a small group of Cuban-American members of Congress who opposes any easing of US sanctions against communist-ruled Cuba, said the authorisation of Cuban airline overflights would save Havana millions of dollars. The US denial of overflight rights has meant Cuban aircraft flying to Canada have

had to make expensive detours. In contrast, Cuba has been allowing overflights by US carriers travelling to Latin America.

Cuba had protested to the International Civil Aviation Organisation about the US ban. Under international rules, no country can deny another overflight rights except on national security grounds. A recent Pentagon report said Cuba posed no military threat to the US.

مركزنا من الأصل



INTERNATIONAL

# US seeks to mend fences with Tehran

By Robert Corzine in London and Robin Allen in Dubai

President Bill Clinton yesterday held out the prospect of a "genuine reconciliation" between the US and Iran, in the strongest sign so far that Washington is seriously seeking a rapprochement with Tehran.

Mr Clinton said Iran "is changing in a positive way and we want to support that. We are exploring what the future will hold".

His comments came one day after Madeleine Albright, secretary of state, suggested the two countries explore ways of dismantling "the wall of mistrust" built up since 1979, when US diplomats were taken hostage following Iran's Islamic Revolution.

She called for a series of confidence-building measures and held out the prospect of "a road-map leading to normal relations".

But Iran yesterday said Washington's overtures fell short of the visible changes in "hostile" US policies that it was seeking.

Kamal Kharrazi, foreign minister, said Mrs Albright's comments showed "Americans are coming to some new understandings". But he warned that "new words" were not enough. "I believe words have to be followed by deeds".

In a speech on Wednesday, Mrs Albright said the US

was "ready to explore further ways to build mutual confidence". She also offered the "prospect of a very different relationship" between the US and Iran.

But both she and Mr Clinton again accused Tehran of supporting terrorism. The US also charges Iran with trying to develop long-range missiles and nuclear weapons, and is critical of its human rights record.

The softer US diplomatic tone towards Tehran did not, however, extend to unilateral US sanctions against the country. These will stay in place, Mrs Albright said, and the US remained opposed to the idea of oil export pipelines from the Caspian Sea region running through Iran to the Gulf.

But US officials yesterday said there would be rewards and incentives for Iran if it began to address Washington's concerns. "We're prepared to offer incentives to Iran," said an official, who however, warned that the road towards full reconciliation could prove "slow and uneven", although some progress might be quick.

The flurry of diplomatic overtures comes just two days before the US and Iran meet in a World Cup football match in Lyons. Rumours have swept through Tehran that supporters of the outlawed Mujaheddin-e-Khalq terrorist group plan to demonstrate during the match.

# Trade differences that came between Ethiopia and Eritrea

Michela Wrong looks at the 'economic war' and the new Eritrean currency that drove the two countries apart

Border demarcation, "territorial claims", "demilitarisation": the terms crop up repeatedly in a US-Rwandian proposal aimed at brokering peace between Eritrea and Ethiopia. Nowhere mentioned is the word "trade".

Yet the issue goes to the heart of the war and, if Ethiopia shows little willingness to tackle it, Eritreans believe that left-untouched the problem risks scuppering any eventual peace deal.

"We have to have a comprehensive settlement that tackles all the trade issues," says Mohamed Hagos, a diplomat in Asmara. "Otherwise there will keep being new flare-ups."

Underlying the souring of the countries' friendship are commercial differences that precede even the launch of Eritrea's own currency, the nacfa, often cited as a turning point in relations. "Long before this war started, Ethiopia was waging economic war on Eritrea," says an Eritrean businessman. "It's been going on for two or three years."

At Eritrean independence in 1993, both countries hoped to build on trading relationships established when they constituted one nation. Ethiopia needed Eritrea's shoes, textiles and its Red Sea salt. Eritrea wanted Ethiopia's coffee, livestock and grains.

Protocols were signed committing each government to a free trading zone. Now landlocked, Ethiopia was to

have duty-free access to Assab and Massawa ports. Both countries talked of integrating their economies and eventually joining a Horn of Africa common market.

But the good intentions swiftly broke down.

Ethiopian merchants complained about slow processing at the two ports and charges that made a mockery of the protocol agreements. Eritrean traders had crippling levels of duty slapped on their goods. By the time their products arrived in the Ethiopian capital, they had become more expensive than alternatives from Yemen, India and the Middle East.

The 1997 launch of the nacfa proved the last straw.

As the two economies took separate routes - more cautious Ethiopia focusing on import-substitution and retaining currency control, an export-oriented Eritrea opting for a free-floating currency - it was clear they could not both keep using the Ethiopian birr.

Two options were studied. The first allowed for both nacfa and birr to trade freely across the border, with the two central banks at intervals settling any surpluses in hard currency. The second provided for trade to be done in hard currency, as with any other sovereign nation, obliging merchants to take out letters of credit with banks in the neighbouring country.

Eritrea assumed its neigh-



Ports in a storm: unloading grain in the Eritrean port of Massawa

Martin Adler, Panos

bour would go for the first option. Instead, after seven months of silence, Ethiopia chose the second.

"We said 'You're crazy, you're shooting yourselves in the foot. There are no banks at the border, trucks will spend hours waiting to be checked, it will destroy the small trader,'" recalls Tekle Beyene, Eritrea's central bank governor. "But they wouldn't budge."

Ethiopian officials argue that Eritrea's preferred option was too complicated to be workable, involving as it did shifting birr/nacfa, birr/dollar and nacfa/dollar exchange rates.

With both countries desperate for hard currency, the system was also open to abuse through manipulation of the currency exchange rates as books were balanced. Already, Ethiopian

businessmen were accusing Eritrean traders of robbing the country of hard currency by systematically buying up Ethiopian coffee and re-exporting it.

"If you want to use both the nacfa and birr - basically have a currency union - you first have to harmonise fiscal and monetary policies. You cannot have one without the other," says a government adviser.

Once the nacfa was introduced, doomsday predictions proved accurate. "From one day to another, cross-border trade stopped," remembers Sirak Kefle, Eritrea's Chamber of Commerce president.

Trucks spent weeks waiting at the border for customs checks. According to Mr Sirak Kefle, Eritrean traders found the letter of

credit system off-puttingly cumbersome. The few who tried it found the government intervening to fix commodity prices at levels far above the market level.

Rubbish, say Ethiopian officials. "As I understand it, the government simply did not allow Eritrean traders to open letters of credit with Ethiopian banks. It was done out of pique," insists one.

The mutual recriminations go further. In the vaults of Asmara's central bank are birr notes redeemed when the nacfa was launched. The governor accuses Ethiopia of trying to pull a fast one by failing to acknowledge the liability. Ethiopia's government denies this, saying that liabilities exist on both sides and details must be worked out.

For Eritreans, the series of squabbles indicate a broader

political agenda, borne out by the blockade of Addis Ababa subsequently slapped on shipping and air links to Asmara and the order to Ethiopian importers to shift their business from Assab to Djibouti.

"The Ethiopians want to punish us for daring to go it alone," says Seife Berhe, head of a minerals company. "The mentality is 'if we can weaken Eritrea economically then we can destabilise the government and make it come to terms over Assab and access to the sea'."

Ethiopians believe Eritrea's gripes are the spilt behaviour of a country that loudly claims independence while rejecting its painful consequences. "They want to have their cake and eat it," says an economist. "They want to behave as an independent country while enjoying the same privileges as any other region of Ethiopia."

With 66 per cent of foreign trade going to Ethiopia, compared to around 10 per cent of Ethiopian exports destined for Eritrea, Asmara is far more vulnerable to a trade freeze than Addis Ababa.

But Ethiopia is also hurting, with development of Tigray, the impoverished northern province from which the leadership hails, in jeopardy and an overloaded Djibouti port, the only route now for fuel imports, glutted to the point where shortages loom.

"If you look at our geography it's obvious both of us are destined to work together," says Mr Seife Berhe. "The quicker we find a *modus vivendi* the better."

# Netanyahu defies Palestinians with plans for Greater Jerusalem

By Judy Dempsey in Jerusalem

Benjamin Netanyahu, Israeli prime minister, yesterday unveiled ambitious plans to strengthen Israel's hold on Jerusalem and tighten links between the city and Jewish settlements.

The move, condemned by Palestinians, signals increasing confidence by Mr Netan-

yahu and Ehud Olmert, mayor of Jerusalem, that the government can build anywhere in the city even though Israel's annexation of east Jerusalem is not recognised by the international community.

"We said we would work to strengthen, fortify and base our hold and sovereignty in Jerusalem," he

said. "I think this is a basic change in Jerusalem's status which will be remembered as a turning point."

Under the Oslo peace accord, the future status of Jerusalem is supposed to be left until final settlement talks.

"Once again, Israel wants to demonstrate it can defy the world," said Hanan Ash-

rawi, Palestinian higher education minister.

The plan comes days after Jewish settlers moved into Jerusalem's Moslem quarter while police demolished Palestinian homes in the east.

A senior US official said Washington was exasperated and critical of such actions at a time when it was trying to persuade Mr Netanyahu

to implement a delayed second Israeli troop withdrawal from the West Bank.

Mr Netanyahu's plan maps out the future demographic and geographic size of the city, creating a "Greater Jerusalem".

A ring road around east Jerusalem and a tunnel road will be drilled to link Jerusalem with Ma'ale Adumin, the

most populous Jewish settlement in the West Bank. Small local councils west of the city will also be brought under an enlarged Jerusalem municipality, although they intend to oppose such plans.

The government will also provide financial incentives to attract skilled and educated labour to the city. Mr Olmert said that some

140,000 homes would be built by 2020.

A report published earlier this year by the Independent Foundation for Middle East Peace said Mr Netanyahu's plan, known as the E-1, is the first to tie a West Bank settlement directly to the municipality of Jerusalem. It said it would disrupt the only prospective Palestinian

passage for linking Arab east Jerusalem to the Palestinian territories of the northern and southern West Bank.

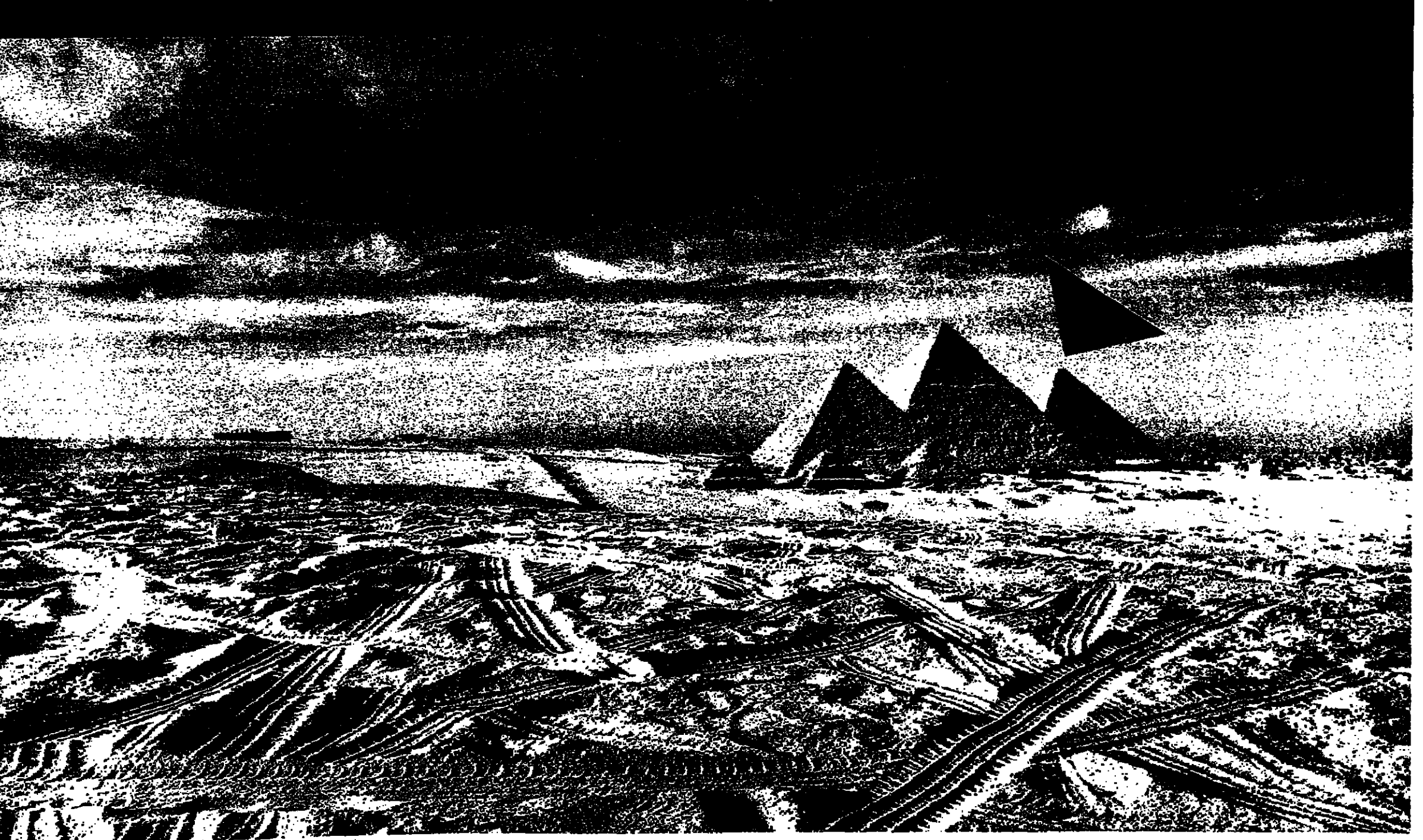
The E-1 plan was originally discussed by the cabinet in March 1997. But Saeb Erekat, a Palestinian peace negotiator, said he received assurances from Mr Netanyahu it would not go ahead.

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## BRITAIN

EMPLOYMENT RATE FOR YOUNG WORKERS LOWERED BECAUSE OF FEARS FOR JOBLESS TOTAL

## Muted approval for minimum wage plan

By Robert Taylor,  
Employment Editor and  
David Wighton, Political  
Correspondent

Proposals for a national minimum wage received muted approval yesterday as it emerged that a decision to lower the rate for young workers was taken because ministers feared a higher rate would increase unemployment.

The Low Pay Commission report recommended an

adult rate for the over 20 year olds of £3.60 (\$5.90) an hour from next April, rising to £3.70 an hour in June 2000. Young workers aged 16 to 17 are not to be covered by a minimum wage, while 18 to 20 year olds would receive £3.20 an hour next April and £3.30 an hour from June 2000.

Instead, the government has decided that the adult rate should be £3.60 an hour from next April but with no commitment to any uprating

to £3.70 in 2000. It also agreed the youth rate would be £3.00 an hour rising to £3.20 in June 2000.

Tony Blair, the prime minister, in a letter to George Bain, chairman of the commission, said the government had decided to "minimise the risk that the recommended £3.20 an hour development rate for younger workers could result in job losses at this critical point in the economic cycle".

His apparent admission that the UK economy is moving into trouble suggests the well-known worry of Gordon Brown, the chancellor of the exchequer, that the proposed youth rate would undermine the government's welfare-to-work programme for the young jobless was not the only reason for the government's decision to water down the commission's "prudent" proposals.

Mr Blair says in his letter to Mr Bain it "would be prudent to phase the youth rate

in two stages, with an initial transitional rate of £3.00 an hour introduced from April 1999 and an increase to £3.20 an hour in June 2000".

The Trades Union Congress gave a cautious welcome to the Low Pay Commission report but regretted the government's decision to dilute its key recommendations.

Adair Turner, the Confederation of British Industry's director-general, said that

while the £3.60 an hour figure was "at the top end of what is acceptable to business, overall it should not place too much pressure on inflation or less to major job losses".

But it will inevitably have a significant effect on some industries and some regions.

"The level allows for a reasonable and workable way forward," he added.

See Lax

## A year of change for 'weird' opposition leader

William Hague today celebrates a year as head of the Conservative party. George Parker looks at his popularity and impact

William Hague celebrates his first anniversary as leader of the opposition Conservative party today. If "celebrate" is the right word, his party languishes at only 26 per cent in the polls and voters tend to think of him as an irrelevant young fogey.

Few in parliament, including those inside the party, expect the Conservatives to win the next general election. Recent headlines confirm that a number of malcontents would like to get rid of Mr Hague before then.

If any of this worries the former McKinsey management consultant, he does not show it. Even his harshest critics admit he is one of the most undiplomatic politicians they have encountered.

This used to be put down to his passion for transcendental meditation. But recently he has swapped quiet contemplation for judo - and according to his instructors he is rather good. He is starting to get tough.

The steady edge of the 37-year-old was illustrated this month, with a shadow cabinet reshuffle which began the process of clearing out the political dead wood of the former administration.

He is slowly remaking the party in his own image: technocratic, liberal on social issues and largely unideological.

Not that the public could care. For them, the Conservatives represent an unpleasant memory of weak government, sleaze and division.

"The new government was elected on a tide of goodwill," said one of Mr Hague's closest allies. "For the last year nobody wanted to hear from us, but that will change as things start to go wrong for Tony Blair [the Labour prime minister]."

Mr Hague devoted his first year to transforming the party organisation. Members were given a direct voice in choosing the leader and candidates.

Central Office, an often powerless monolith at the heart of the party, was given new authority. A central list of party members was established, allowing troublemakers to be expelled.

Meanwhile, Mr Hague quickly set about addressing the party's most divisive issue - Europe. His decision to oppose UK membership of the euro in the next parliament aroused fury on the

left but was welcomed by most of his party.

Most Conservative MPs believe Mr Hague has made a reasonably good fist of an appalling hand. Internal squabbles have subsided and not since Winston Churchill has the party had a leader so accomplished as a speaker.

But there is a perception gap between how he is viewed by MPs and journalists and how he is seen in the country.

Private Central Office polling shows ordinary voters believe him to be "posh" and weird - he is remembered for speaking to the party conference, aged 16, about "rolling back the frontiers of the state". He is thought to have gone to an expensive school - he actually went to a state school in his native northern England - and his flat northern vowels are bizarrely confused with a bland southern drawl. The voters do not know him.

Mr Hague claims not to mind. His advisers reassure themselves that Margaret Thatcher's poll ratings were appalling in opposition.

Mr Hague must hope that he will follow Baroness Thatcher rather than former Labour leader Neil Kinnock. He transformed a dishevelled party, instituted sweeping reforms but ultimately failed to win the prize.



## Circus show to make millennium party swing

Abigail Yates (left) yesterday performed at the launch of a plan to train young people for a circus show at the year 2000 celebrations in the millennium dome in south-east London, Brian Groom writes.

New Millennium Experience, which is organising the celebrations, yesterday said it would recruit 100 people, without previous experience, to train as acrobats and trapeze artists.

Sponsorship for the dome stands at nearly £700m (£164m) - two-thirds of its target - one year after the Labour cabinet took its controversial decision to go ahead with the scheme, Peter Mandelson, the government minister in charge of the project, said yesterday.

He contrasted the ambition of Britain's plans with those of France, where the Eiffel tower will lay a giant egg on millennium eve, the Vatican, which faces problems fitting visitors into the city state, Germany, which is planning a trade fair, and the US, whose plans are some way behind.

"Other countries will be kicking themselves that they did not have the imagination to go ahead as we did," he said.

Picture: Malcolm Watson

## NEWS DIGEST

## THE ECONOMY

## Fears for interest rates as retail spending surges

The pound rose briefly above DM3 in late trading yesterday, as an unexpectedly sharp jump in retail spending reinforced expectations that the Bank of England, the UK central bank, might soon raise interest rates again. Retail sales volumes rose by a seasonally-adjusted 1.7 per cent in May, more than twice the expected increase, according to the Office for National Statistics. The volume of sales was 4.6 per cent up on May last year. Statisticians said the jump was explained in large part by clothing and footwear sales, which rebounded as the weather improved. Clothing and footwear sales leapt 8.7 per cent, more than reversing the declines recorded in the three preceding months. "The numbers are going to be interpreted quite badly in the short run," said David Coleman, at CIBC World Markets.

"It really does look as if the prospects for a rise in rates in July are now exceptionally good."

Short sterling futures contracts fell again, implying base rates of between 7.75 and 8 per cent at the end of the year. Earlier this month the Bank's monetary policy committee raised them from 7.25 to 7.5 per cent. The prospect of higher interest rates helped push sterling upwards. In formal London trading it closed at DM2.9559, but crept above DM3 shortly afterwards. Against a trade-weighted basket of currencies it rose from 105.8 per cent of its 1990 value to 106.7 per cent.

Giving evidence to the House of Commons Treasury committee, Eddie George, the Bank's governor, conceded its monetary policy committee might have been wrong to delay the base rate rise which was finally agreed this month. "I am not saying I think I have made a mistake or that the committee has made a mistake. I was acknowledging the possibility that we may have done because this is a very judgmental area," he said. Robert Chote, London

## AIR TRAFFIC CONTROL

## Safety inquiry launched

The government is to set up an inquiry into the safety of UK air traffic control, just days after announcing plans to privatise the system. Gavin Strang, transport minister, is sending in a team to investigate serious computer problems at the new £250m (£555m) control centre at Swanwick, in southern England, which was due to open last year but will not now open until 2000 at the earliest. He also wants to prove that the delayed opening of Swanwick will not place an excessive strain on the existing control centre on the outskirts of London with a possible risk to air safety. The safety review will cast a shadow over the government's plans to sell at least 51 per cent of its stake in National Air Traffic Services, announced last week by Gordon Brown, chancellor of the exchequer. Mr Strang announced the safety audit in a letter to the House of Commons transport committee, obtained by the Financial Times, and expected to be published next week. Michael Skapinker, London

## DEFENCE

## Number of warheads to be cut

Britain is expected to cut the number of nuclear warheads carried on Trident submarines as a unilateral arms control measure in the government's strategic defence review. Officials said yesterday no decision had been taken because the cabinet has not yet officially considered the Ministry of Defence's proposals for the review, expected to be published next month. But they said the MoD had been assessing the minimum number of warheads that the UK could hold while maintaining a credible independent nuclear deterrent. It is believed to have about 200. Alexander Nicol, London

## SCOTTISH NATIONAL PARTY

## Blair offers access to briefings

Tony Blair, the prime minister, has agreed to give the Scottish National party access to civil service briefings in the run up to elections for the new Scottish parliament. The SNP yesterday welcomed the offer but complained that access would not be granted until the bill to establish the parliament became law. This is unlikely to happen before October. Alex Salmond, SNP leader, said his party should have immediate access. Labour had access to civil service briefings 16 months before last year's general election.

The SNP is nine points ahead of Labour in the battle for control of the Scottish parliament, according to the latest opinion poll. By convention the prime minister can authorise meetings between opposition parties and civil servants in the run up to a general election. Discussions, which are confidential, focus on translating policies into legislation. Andrew Parker, London

## COURTS

## Forex chief jailed

The managing director of the Pagoda Group, a London-based foreign exchange dealing company, was yesterday sentenced to six years in prison after being convicted of cheating investors out of almost £1.4m (£2.28m). Dennis Cheung was found guilty last week of stealing money from clients, mainly ethnic Chinese living in the UK. Mr Cheung was convicted on one count of fraudulent trading and seven counts of their involving £400,000. He was acquitted on one charge alleging he stole a further £180,000 from one client. Yesterday he also pleaded guilty to a further charge of obtaining £180,000 by deception by secretly cashing in a client's investment policies and keeping the proceeds.

Mr Cheung's lawyers said foreign exchange investment was a risky venture and Pagoda investors had known this. Mr Cheung was also disqualified from being a company director for 10 years. John Mason, London

## Departments face review of export support

Andrew Parker,  
Political Correspondent

A review of the government's export promotion activities was announced last night. It will examine the case for merging the support roles of the Foreign Office and the Department of Trade and Industry.

The review is likely to prompt a fierce battle between the departments.

Sir Richard Wilson, cabinet secretary, will head the review, which has been sought by the Confederation of British Industry, the British Chambers of Commerce and the Institute of Export.

They expressed dissatisfaction with the limited remit of a review last year, and criticised the failure to consider structural reform in government departments and the contracting out of services to the private sector. Tensions emerged between civil servants and private sector representatives on the forum which carried out the review.

Derek Pitchett, a foreign office minister, said yesterday in a written statement

to parliament that the new review would examine the "arrangements for providing official support and promotion for exports (other than defence goods and services) and investment abroad".

The Foreign Office said: "The review will consider all options. Nothing is ruled out." Recommendations will go to Robin Cook, foreign secretary, and Margaret Beckett, chief trade and industry minister.

Private sector members of the review panel include Sir Ronald Hampel, chairman of ICI and Martin Henry, chairman of Lastolite. Other members are civil servants from the Foreign Office, Treasury and Department of Trade and Industry.

In Japan, export promotion is concentrated in a single government department, the international trade and industry ministry. In Finland the work is largely contracted out.

Jan Campbell, director-general of the Institute of Export, welcomed the review. He said small and medium-sized companies were faced with "tremendous obfuscation".

## LLOYD'S DEMANDS UNLIKELY TO BE MET AT ANNUAL MEETING

## Names to seek assurances today

By Christopher Adams,  
Insurance Correspondent

Lloyd's Names will today seek assurances from Max Taylor, chairman of the insurance market, that their future as sole traders is secure.

The Names - whose personal wealth has traditionally supported the insurance market - fear that Lloyd's shift towards corporate capital could spell the end for their participation in the market. The Association of Lloyd's Members and The High Premium Group, whose membership comprises several thousand Names, will make their demands at Lloyd's annual meeting in London.

But they may be disappointed. Mr Taylor will tell groups representing Names - who also want to see private capital recruited - that Lloyd's is not seeking to remove their freedom to trade at the market. He will also say there are no plans to bring an end to the "annual venture", the traditional system of capital provision by which many Names participate at Lloyd's.

But Mr Taylor is unlikely to deliver many of the promises Names are seeking. He is likely to adopt a conciliatory tone. A storm of protest greeted controversial comments from Ron Sandler, chief executive of Lloyd's, that the annual venture was

costly and should be replaced by permanent capital. Mr Taylor will emphasise that Lloyd's is changing and will look very different in a few years.

Lloyd's will have to cut costs and diversify if it is to compete effectively in increasingly difficult global insurance markets, Mr Taylor will say.

He will not renege on commitments given last year to safeguard Names' interests but his comments will imply the demise of traditional Names, brought about by market forces.

New-style corporate capital has been replacing Names and formed strong links with insurance underwriters. As more underwriters

gain control of capital backing syndicates they manage, the ability of Names to participate will probably diminish.

The Association of Lloyd's Members wants the market to say it will welcome new Names.

It is pressing Lloyd's to begin recruitment of private capital and to alleviate certain entry requirements.

John Young, chairman of Lloyd's regulatory board, will say that the board will try to ensure that Names are treated fairly and are not disadvantaged by the actions of professionals in the market. Mr Taylor is likely to resist pressure to actively welcome and recruit new Names.

## CONTRACTS &amp; TENDERS

## Invest in Romania!

Advertising release  
for sale of shares by direct negotiation

The STATE OWNERSHIP FUND, a Romanian public institution based in Bucharest, 6 Stavropoleos Street, sector 3, is offering for sale by direct negotiation according to the Government Urgency Ordinance no.88/1997a 51% of the issued share capital of NAVCOM S.A. Company, Constanta.

- ☐ Registered Office: Constanta, INCINTA PORT DANA 69, Jud. Constanta.
- ☐ Fiscal Code: R 7571195.
- ☐ Registration no. at Commercial Register Office: J 13/2070/1995.
- ☐ Issued stock capital, according to the latest records at the Commercial Register Office: 9,269,250 thousand ROL.
- ☐ Turnover in 1997: 7,130,918 thousand ROL.
- ☐ Main scope of activity: maritime transports of bulk liquid oil products, disposal of waste waters, separation recycling of oil wastes, fuel oil and lub oil supply to ships.

Total number of shares at a nominal value of 25,000 ROL each: 378,770.

The share ownership structure is as follows:

<input type="radio"/> State Ownership Fund	51%
<input type="radio"/> Financial Investment Company Transilvania	49%

The price offer for the 51 % issued share capital, i.e. 199,093 shares is 1,350,000 USD.

The Company PRESENTATION FILE required for subscription to the offer may be obtained at the State Ownership Fund, BUSINESS CENTRE, OFFERS DIVISION of the International Relations Department, Bucharest, 6 Stavropoleos Street, sector 3 phone 04-01/310495; 3123130; 3124231 and fax 04-01/3121841, daily between 8.00 and 16.00 hrs, at a price of 4,000,000 ROL. Foreign citizens or legal entities may pay cash in USD at National Bank exchange rate applicable on the PRESENTATION FILE purchase date. This sum has to be transferred in advance to the State Ownership Fund accounts: no. 25110000000042300006 in USD at the Romanian Bank for Foreign Trade (BANCOEX) for foreign investors, or no. 25110000000042300006 in ROL at the Romanian Bank for Development-Bucharest Branch (BRD-SMB) for Romanian investors.

Further information about the company's privatization may be offered by S.O.F.'s INTERNET SITE, at the address www.sof.ro.

The minimal environmental conditions accepted for NAVCOM S.A., Constanta are included in the company PRESENTATION FILE.

THE PRESENTATION FILE will be released on presentation of:

- ☐ a copy of the payment order for the presentation file;
- ☐ identity card (or passport for foreign citizens);
- ☐ certificate from the bidding company.

In order to participate in the negotiations, bidders are required to present evidence of paying at the Seller's disposal a guarantee of participation i.e. 328,170 thousand ROL or 40,490 USD as follows: Romanian citizens or legal entities may pay cash to the State Ownership Fund to account no. 25110000000042300006 in USD at the Romanian Bank for Development - Bucharest Branch (BRD-SMB); foreign citizens or legal entities may pay cash to the State Ownership Fund to account no. 25110000000042300006 in USD, at the Romanian Bank for Foreign Trade (BANCOEX); alternatively the bidders may instruct the bank where they hold their account to release an unconditional bank guarantee valid for 90 days.

Only bidders that prove they acquire the Presentation File may submit their PURCHASING OFFER.

Bidders should submit the PURCHASING OFFER and the documents stipulated by the Government Decision no. 55/1998, article 27, published in the Official Gazette no. 66/12.02.1998 to the State Ownership Fund, Offers Division at the above mentioned address, in a sealed envelope, prior to 14<sup>th</sup> of July, 1998, 16.00 hrs. local time (from deadline for submission).

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PROFILE BEATE UHSE

# Granny who sells sex without shame

Frederick Stüdemann talks to the German septuagenarian behind a lucrative chain of sex shops and cinemas

Successful German female entrepreneurs are unusual enough. But there can be few rarer than Beate Uhse, the 77-year-old founder of Germany's best-known sex business. Ms Uhse is hard to miss. Walk around any large German town and you will probably pass one of her 84 shops or six cinemas. In Berlin there is even Beate Uhse's Erotic Museum.

Her strategy is simple: to sell sex without shame. In Germany, a country noted for its no-nonsense approach to sex, more than 80 per cent of adults know the Beate Uhse name and the company enjoys a solid reputation – one Ms Uhse hopes will spread to the rest of Europe. A total of 36 shops have already been opened outside Germany and more are planned.

Given the reputation of the sex industry, Ms Uhse's background is far from typical. A lively grandmother, she is a trained pilot who, like so many of the entrepreneurs of West Germany's early post-war years, began her business on a kitchen table.

It started with a pamphlet on natural birth control methods. The idea came from discussions with young women in Flensburg, a town in northern Germany to which Ms Uhse, then a newly widowed mother, fled from eastern Germany.

Horried by the women's ignorance of contraceptives – a legacy of the Nazi era when contraception was discouraged – Ms Uhse collated information passed on by her mother, one of Germany's first female doctors. Produced in post-1945 Germany – the first printing bill was paid with 5th of butter – the pamphlet was an instant success.

Further editions followed, as did inquiries from people seeking access to contraceptives. A deal

with a condom manufacturer launched the mail-order business. "In Germany after the war it was no great feat to sell goods. The art was in getting hold of the goods to sell," she says. She soon ran into the first of many legal battles. Ms Uhse could not guarantee that the condoms were being sent to married couples and was accused of breaking sex offence laws.

A turning point was a visit in 1961 to the Mail Order Association of America. "I returned with three key insights: that it is not shameful to earn money; that they were already using full colour in their brochures; and that even small and medium-sized mail-order houses had opened shops."

She quickly introduced these elements to Germany, where running shops alongside mail-order was seen as contradictory. But for Ms Uhse, shops not only offered new sales channels but also a way round laws banning the sending of pornographic material by post.

The first Beate Uhse shop, opened in Flensburg in 1962, is thought to be the world's first official sex shop. Others quickly followed, though not without some opposition from the authorities. Today the shops are a mix

**Ms Uhse was quick to tap one of the many desires that communism failed to satisfy**

of directly owned businesses and franchise operations.

The arrival of the contraceptive pill and the relaxation of sexual mores in the 1960s provided a further boost to business. The other milestone was the introduction of the first battery-driven vibrators – which Ms Uhse says marked the first significant innovation in sex toys in two millennia.



Beate Uhse at the Erotic Museum in Berlin

When the Berlin wall came down in 1989 Ms Uhse was quick to tap one of the many desires that communism failed to satisfy. Barely 10 days after the wall fell the first lorries left Flensburg loaded with catalogues. East Germans are now among Ms Uhse's most loyal customers. Some 2m easterners are catalogue customers, compared with nearly 3m in the west.

The business has also benefited from the spread of Aids. Ms Uhse says that with more couples staying monogamous, there is a greater demand than ever for her products, which range from blue movies and magazines to sex toys and "naughty" underwear. No sensible person has unprotected sex with someone they do not know, she says. "Instead they try and peg up their existing relationship."

But while her products may make for an unusual business, the evolution of her company is similar to other successful enterprises in Germany's Mittelstand sector.

Founded more by chance than by design, it has prospered through the drive of one person with no formal business training

or qualifications. From its home-spun origins, Beate Uhse now employs more than 600 people and has annual sales of DM130m (£73m).

Like nearly all Mittelstand companies, Beate Uhse has faced the tricky issue of succession, while also confronting the challenges of more open European markets and the impact of technology.

Ms Uhse decided to split the company in 1981 between her three sons. Dirk and Klaus took the publishing business and mail-order company, which were renamed Orion, while the shops and cinemas were kept by Ms Uhse and her youngest son, Ulrich. Following an agreed five-year period of no competition, she returned to the mail-order business.

Looking to the future, Ms Uhse is excited by the possibilities offered by technology. CD-Roms and the internet are already used for sales and distribution. But technology has its limits. "I think cyber-sex will develop, though only for a small group," she says. "Walking along a moonlit beach and hugging will still be far more popular."



DAVID BOWEN  
WEB SITE INSPECTION

# Motor groups pick up speed on superhighway

This is the first in an occasional series of opinion columns aimed at helping companies and other organisations improve their web sites

When Daimler-Benz and Chrysler announced they were to merge, you can bet a lot of Americans leapt to the world wide web to find out more about the German giant. You can also be sure that far fewer Germans did the same to get the lowdown on Chrysler – but more by luck than judgment. One feature I wanted to check on again had apparently disappeared, or at least I could not find it.

And if Germans want to get their own back on the language front, they will be disappointed. There is a section for German visitors – but it is in English.

The lessons? Try, like Daimler-Benz, to make your web sites surprising; check your English, if it is not your first language; and (please, Chrysler) do not make your site like a maze.

[www.daimlerbenz.com](http://www.daimlerbenz.com) overall \*\*\*\* navigation \*\*\*\* aesthetic appeal \*\*\*\*

[www.chrysler.com](http://www.chrysler.com) overall \*\*\* navigation \* aesthetic appeal\*\*\*\*

Delving deeper, it was the German site that impressed and surprised me most. Daimler-Benz used to have a reputation as a corporate brontosaurus – immensely solid, but without much flair. Yet here is one of the most imaginative big company sites I have seen. The newspaper format works well, with a mass of useful information and only a little gimmickry.

Also, the site serves investors wonderfully: live stock prices roll across the home page, and links take you to a mass of financial information. Perhaps most important, navigation throughout this huge site is excellent. I even liked Daimler's obligatory "fun" bit – a motoring inquiry quiz with some fiendish questions. What does desmodromic mean?

I expected more from Chrysler, because US corporates are supposed to have the web sorted. It has masses of information, certainly, and a few amusing features. But it is let down by its navigation. I eventually found a share price and annual report – but more by luck than judgment. One feature I wanted to check on again had apparently disappeared, or at least I could not find it.

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[www.daimlerbenz.com](http://www.daimlerbenz.com) overall \*\*\*\* navigation \*\*\*\* aesthetic appeal \*\*\*\*

[www.chrysler.com](http://www.chrysler.com) overall \*\*\* navigation \* aesthetic appeal\*\*\*\*

With 115 World Cup web sites listed by the directory Yahoo!, it is not surprising that companies are anguishing about time lost to Ronaldo, Klinsmann or Vieri. It is true, certainly, that some of these sites are targeting the frustrated deskbound fan.

If you hear a whistle emanating from a nearby computer, your colleague may well have SoccerNet running in the background. Its Soccer Live gizmo marks out the main moves on a "pitch" and makes suitable noises when something exciting happens – or rather about two minutes later.

More discreet colleagues may prefer Sportsweb, Reuter's

upmarket site that gives live-ish match updates, or WGB, with its box that sits on a computer "desktop" and provides running scores.

But all these sites highlight the internet's inability to keep pace with television or radio when it comes to live action. Even Soccer Live's frantic animations are a bit, er, undramatic.

So what's the point? Well, some of the sites play to the internet's strengths, providing a mass of information and/or clever interactivity. SoccerNet is a font of US-style statistics – you can analyse those footballers till you drop. The tabloidy Teamtalk has online betting from William Hill. The bookmaker. Football365 is tabloidy, too – its interactive trick is to send a daily e-mail "newspaper" to anyone who signs up.

The official France 98 site, meanwhile, is a mass of well-organised information, though its real strength is in guiding you to the stadium, bouncing you from one interactive feature to the next. It will plan your route, calculate your motorway tolls, tell you the weather – then sell you a T-shirt.

These sites show how the web may segment an audience much as a newspaper does, and the several ways in which interactivity may be used. I found access surprisingly good, even during matches. All we need now is online ticket kiosk.

Official site:  
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David Bowen is editor of Net Profit magazine.  
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**Invitation to Prequalify**

The Government of Jamaica, through the Airports Authority of Jamaica, is the sole owner of two international airports in Jamaica, the Norman Manley and the Sangster International Airports. The Government is now seeking investors who will undertake the development, operation and management of the Sangster International Airport (the Airport). The Government proposes to commence privatising a part of its interest in the Airport to an investor who will have strategic control of the Airport's operations and will be expected to provide financing for the development. The Airport is located in Jamaica's major resort area and caters primarily to a tourist traffic. It is presently processing up to 1,500 passengers per peak hour with an overall throughput of 2.5 million passengers per annum. It is an instrument non-precision airport with a single runway of 8,700 feet (2,652 metres) and a parallel taxiway. The main terminal has an area of 23,226 square metres with 11 parking position. Four remote parking stands are adjacent to the terminal.

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The Government of Jamaica through its agent the National Investment Bank of Jamaica Limited does not bind itself to prequalify any applicant and also reserves the right to reject any application for Prequalification Documentation.

Interested Parties should submit a request for Prequalification Documentation to:

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Requests for Prequalification Documentation may be sent by facsimile or courier to arrive at the above address on or before 30 June 1998. The documentation will be dispatched as soon as possible thereafter. NIBJ, however, accepts no responsibility for ensuring proper delivery of the documentation. Completed Prequalification Applications should be sent to the above address to arrive no later than 15 July 1998.

## WORLD CUP

SPAIN: PROUD MEN EAGER FOR ANOTHER CHANCE TO MAKE AMENDS

## Ghosts of past failures haunt squad

The team are looking to their coach to turn longstanding regional rivalries into something positive, says David Owen

The skirl of bagpipes was in the air at Spain's secluded retreat in the horse country of Chantilly this week. No, the Tartan Army had not embarked on a spying mission. But the true explanation turned out to be only slightly less bizarre.

These were Galician pipes and they were being played to mark the signing of an agreement for the Spanish team to promote Galician agricultural products over the next three years. The Royal Spanish Football Federation has, in its wisdom, undertaken to include such products - which include cheese, wine, chicken and milk - in its team's diets over this period.

One might be forgiven for thinking that the players, who today face a do-or-die clash with José Chilavert's Paraguay, could do without such distractions, happy as Fernando Morientes, the young Real Madrid striker, looked holding a small child and tapping a drum for the photographers.

"It's better for them because otherwise every day is the same," explains a helpful official. We are standing near a large banner promoting Spain's push to host the 2004 European Championships. Does this sound like a camp that has its priorities right?

The team have certainly had a discordant start to this World Cup, losing their first match to the recently less-than-Super Eagles of Nigeria in the tournament's biggest upset so far. Playing typically tidy, disciplined football, Javier Clemente's men looked to have the match

under control only to fold in the final quarter after a crass error by Andoni Zubizarreta, the veteran goalkeeper. Raúl, another nippy Real Madrid attacker, could have had two goals in the first five minutes.

Replicate that performance and the Spaniards ought comfortably to dispose of the lesser lights of Paraguay, and subsequently Bulgaria, to claim the second-round place that should rightfully be theirs and perhaps even top the group.

But this is a team with a tradition of underperforming at big tournaments - never more so than in 1982 when, as World Cup hosts, they somehow contrived to draw with Honduras and lose to Northern Ireland. To what extent are the ghosts of such past failures haunting the present squad?

Considerably, to judge by the carefully orchestrated press conference that preceded the day's musical interlude. As players trooped in one by one, in elegant blue sports shirts, much of the talk was of Spain's genuinely impressive recent record and of the "accident" of the Nigerian result.

But Luis Enrique, a tireless midfielder runner, was relentlessly serious. Fernando Hierro, more economical both as orator and player, seemed introspective and Juan Antonio Pizzi hesitant.

Zubizarreta did not appear. The hugely experienced Valencia goalkeeper has already admitted regretting his "costly error", while saying he was not losing any sleep over it.



Best foot forward: Spain's Francisco Gago (left) and his team-mates are determined to turn on the style

More than anything, one sensed a difficulty in accepting the Nigeria result and an aching desire among proud men for another chance to do themselves justice. The slow rhythm of this 32-team World Cup tournament, with first-round matches spaced nearly a week apart, must be torture for them.

Among the Spanish press corps, Clemente, who seemed in sullen mood, is blamed for picking too defensive a team for the Nigeria match, in spite of the country's abundance of forward talent. Changes are forecast for tonight's match, with Athletic Bilbao's creative midfielder Julen Guerrero

tipped to make his France 98 debut. A switch is unlikely in goal, with the Spanish coach wasting no time in expressing his "full confidence" in Zubizarreta, whom he has known since his own Athletic Bilbao days in the 1980s.

There is a strong argument that panic changes are

the last thing the team needs and that Clemente should have the courage of his convictions, confident in the knowledge that his original selection, however defensively oriented, found little difficulty slicing through a muscular but poorly co-ordinated Nigerian defence.

If there is one strength that still seems likely to prove the side's salvation at France 98, at least to the extent of getting them through to the second round, it is the solidarity of their Basque coach, now six years in the job, has by all accounts instilled into representatives of a country characterised by unusually intense regional rivalries.

In footballing terms, this has always been epitomised by the struggle for supremacy between two traditional club rivals: Catalonia's Barcelona, which boasts eight players in the current squad, and Castile's Real Madrid (four players). This perpetual sparring match has helped spur both clubs repeatedly to success at international level. Real, of course, are the present European champions.

If Clemente has indeed found the secret of harnessing this rivalry to exclusively positive effect in the national team, not only may all not be lost in the current tournament, but he could go down as the first man to remedy Spanish football's eternal conundrum: how can a country that has spawned such great club sides churn out national teams that consistently fail when the chips are down?

On the other hand, watch out for drooping heads if Paraguay grab an early goal. The Spanish challenge is truly balanced on a razor's edge.

FRANCE 98 DIGEST

GROUP C SOUTH AFRICA 1 DENMARK 1

## South Africa gain spirited draw in red card frenzy



South Africa earned their first point in the World Cup finals yesterday with a spirited draw with Denmark in Toulouse. The newcomers could have had all three points if Quinton Fortune's last-minute 30-yard thunderbolt had been inches lower. Instead, it hit the bar and bounced to safety, much to the relief of Peter Schmeichel, earning his 100th cap in the Danish goal. The game was also remarkable for featuring three red cards, none of them warranted, as the Colombian referee took FIFA's

admonitions for a tougher stance on foul play to extremes. The result leaves Denmark handily placed with four points, and South Africa still with a chance of qualifying.

The match got off to a furious start as Denmark tore into South Africa, spurred on by Brian Laudrup as he gambolled in the wide open spaces left by the African team's struggling defence. A handful of chances were spurned before Laudrup skipped past several defenders down the left flank and crossed to the far post where an unmarked Allan Nielsen volleyed the ball home. Yet Denmark failed to capitalise on their superiority and it was not long before the pace and dribbling skills of Heimen Michalele forced the Danish on to the back foot. The Ajax striker Benedict McCarthy (above) also proved troublesome. But while South Africa dominated the last 15 minutes of the first half, they failed to convert any one of a host of good opportunities to score. Yet their reward came within six minutes of the restart. Some clever interpassing between John Moshoeu and Shaun Bartlett released McCarthy, who slipped the ball underneath Schmeichel from nine yards.

South Africa kept up the pressure, but the game began to deteriorate after the referee, Toro Pendon, made some unnecessary bookings and then sent off two players in a minute - first the Dane Miklos Molnar then South Africa's Pierre Phil Rendon, who must have been suffering from sunstroke in the fierce heat, later dismissed Morlan Weighorst for a tackle that barely deserved a booking. It was a farcical and to what had been an enjoyable game. Patrick Harverson

## TICKETS

## 15,000 stolen from Paris office

Problems over World Cup tickets mounted yesterday when it emerged that 15,000 had been stolen from an agency in Paris. The tickets, some of which are for England's two remaining first-round games and for the Scotland v Morocco match, were taken from the French office of Prime Sports International on Wednesday night. PSI, one of the tournament's official ticket agencies, has offered FF1m (\$180,000) for their return.

## BETTING

## Shop around for Salas odds

With three goals in two games, Chile's fiery Marcelo Salas is as low as 7-2 with some London bookmakers to win the Golden Boot competition for top World Cup scorer. But it pays to shop around: the Tote, for example, was offering Salas at 6-1 yesterday compared with 7-1 against three-goal Christian Vieri of Italy.

Bookies are not yet convinced that Italy, who can be backed at 10-1, have the class to win the competition. Odds-wise, the four leaders are Brazil (unchanged at 3-1), France (11-2) and Argentina and Germany (both 7-1). Holland and England are 9-1, Spain 16-1. An £80 bet on Argentina to win the Cup at 9-1 is the main wager so far from the FT's £1,000 World Cup pot. To date, £200 has been invested on six bets. It is unlikely any fresh wagers will be contemplated until the end of the group stage, a week today. Michael Thompson-Noel

## TODAY'S GAMES

● NIGERIA V BULGARIA, 17.30, PARIS, GROUP D. The Super Eagles, fresh from beating Spain, will have high hopes of three more points against Bulgaria, who must bitterly regret only drawing with fellow underdogs Paraguay.  
● SPAIN V PARAGUAY, 21.00, ST ETIENNE, GROUP D. The Spaniards will be extremely determined after their surprise defeat by Nigeria and Paraguay may suffer from the backlash. \*Local kick-off times (GMT + 2 hours). One earlier in UK.

## NUMBERS SO FAR

Goals total ..... 49 Sendings off ..... 7  
Bookings ..... 80 Penalties ..... 2

For latest World Cup news  
www.ft.com/worldcup98

HOOLIGANISM: ENGLAND ARE NOT FIT COMPANY TO ATTEND THE PARTY

## The net losses from shame

As England fans gather in Toulouse, Andrew Taylor ponders the damage the thugs have done to the country's image

I can only suppose he loved his country. Wrapped in an English flag the man swayed unsteadily, his face blotched red with too much sun and alcohol. One fat arm, extending from an ill-fitting soccer shirt, was raised in a belligerent salute.

A beer bottle clutched in his other hand was raised occasionally to the lips as he led a group of similarly clad young Englishmen chanting "INGER... LAND, INGER... LAND".

The time was just after midday on Sunday in the Vieux Port area of Marseilles, roughly 24 hours before England were due to meet Tunisia in their opening game of the World Cup.

The body language of English supporters in the bars around the picturesque marina already exuded menace. This later exploded into running fights with French riot police and local Marseilles youths.

The damage caused to Britain's (apologies to innocent Scots and Welsh) interests in Europe and perhaps even further afield has still to be costed. I could only apologise for the behaviour of my countrymen to my host - a representative of one of France's biggest industrial companies.

My table at lunch before the game also included senior representatives from Tunisia's electricity and gas industries. When they work, such functions are a serious opportunity for companies to "sell" their corporate and brand image. For countries, an occasion such as the World Cup should be a joyful expression of nationality, as well as offering exhilarating sporting theatre.

It must thus have been even more embarrassing for British executives who had invited international guests to attend the game and the pre-match celebrations.

Many of them had seen the violence at first hand as bottle-throwing fans clashed in the streets around their hotels on Sunday night.

The most immediate cost, potentially running into hundreds of millions of pounds, could be the withdrawal of international support for Britain's bid to host the 2006 World Cup. But there is little doubt that Britain's image, as a country known for its support of fair play and tolerance, has been dented.

Coverage of the events in continental European newspapers tells its own tale. The Italian La Repubblica portrayed English fans as the real face of "the ignorant side" of Blair's Britain.

"Look at these people," the newspaper wrote, "with their stomachs hanging out, tattooed from top to bottom, peeling on people on the ground, too drunk to remember their names and addresses at the police station."

Germany's Frankfurter Allgemeine Zeitung contrasted the British prime

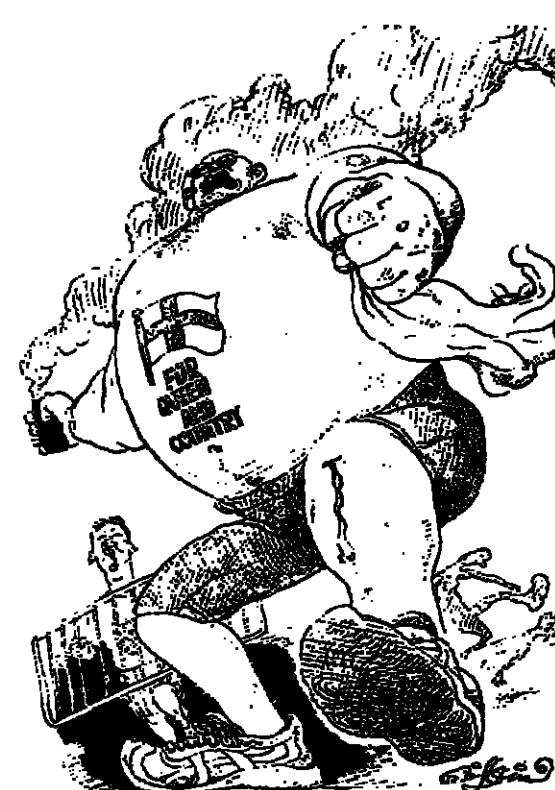
minister's efforts to promote his country at this week's European Union summit in Cardiff with the uninhibited vandalism and racism taking place in Marseilles.

The paper claimed the hooligan was "a particularly English creation, drawn from the working class, whose natural habitat is the pub and whose intellectual horizon is confined to an overwrought, usually racist and far-right stew of half-baked ideas".

Attacks on foreigners by rightwing thugs are not unknown in Germany or Marseilles. But this took place at an international event, shown to television viewers around the world.

Apologists will criticise French organisation just as over-reaction by Italian police was blamed last autumn when British fans last hit the headlines. Whose fault was it then that a match between England and Ireland was abandoned in Dublin in 1985?

It has been said that society is to blame, not football, and that the majority of



English fans should not suffer because of the actions of the minority.

My own view is that England are simply not fit company to attend international parties until that

majority finds a way of controlling the thuggish fringe. So, come home England before more damage is done. A repeat performance in Toulouse would be too much to bear.

GROUP TABLES											
GROUP A	GROUP B	GROUP C	GROUP D	GROUP E	GROUP F	GROUP G	GROUP H	GROUP I	GROUP J	GROUP K	GROUP L
PWOLFAPts	PWOLFAPts	PWOLFAPts	PWOLFAPts	PWOLFAPts	PWOLFAPts	PWOLFAPts	PWOLFAPts	PWOLFAPts	PWOLFAPts	PWOLFAPts	PWOLFAPts
Spain 2 0 0 0 1 6	Italy 2 1 0 0 3 4	France 2 1 0 0 3 4	Nigeria 1 1 0 0 3 3	Denmark 1 1 0 0 3 3	Germany 1 1 0 0 3 3	England 1 1 0 0 3 3	Colombia 1 1 0 0 3 3	Argentina 1 1 0 0 3 3	Japan 1 1 0 0 3 3	USA 1 1 0 0 3 3	South Korea 1 1 0 0 3 3
Norway 2 0 0 0 1 6	Austria 2 0 0 0 3 4	Paraguay 1 1 0 0 3 3	Bulgaria 1 1 0 0 3 3	Holland 1 1 0 0 3 3	Belgium 1 1 0 0 3 3	Sweden 1 1 0 0 3 3	Chile 1 1 0 0 3 3	South Africa 1 1 0 0 3 3	Costa Rica 1 1 0 0 3 3	Cameroon 1 1 0 0 3 3	Croatia 1 1 0 0 3 3
Scotland 2 0 0 0 3 4	Yugoslavia 1 1 0 0 3 3	Spain 2 1 0 0 3 4	Spain 2 1 0 0 3 4	Spain 2 1 0 0 3 4	Spain 2 1 0 0 3 4	Spain 2 1 0 0 3 4	Spain 2 1 0 0 3 4	Spain 2 1 0 0 3 4	Spain 2 1 0 0 3 4	Spain 2 1 0 0 3 4	Spain 2 1 0 0 3 4
Morocco 2 0 0 0 3 4	Czech Republic 1 1 0 0 3 3	Spain 2 1 0 0 3 4	Spain 2 1 0 0 3 4	Spain 2 1 0 0 3 4	Spain 2 1 0 0 3 4	Spain 2 1 0 0 3 4	Spain 2 1 0 0 3 4	Spain 2 1 0 0 3 4	Spain 2 1 0 0 3 4	Spain 2 1 0 0 3 4	Spain 2 1 0 0 3 4



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## RECRUITMENT



RICHARD DONKIN

# The numbers game

Reports of large job losses may not have translated into smaller workforces

Like the boxer who takes on one bout too many or the gunfighter who has developed the habit of a certain inevitability about Al Dunlap's departure as chairman of the Sunbeam Corporation, the US domestic appliances company, last weekend.

Mr Dunlap's reputation had been built on his ability to turn around flabby companies by a remorseless use of the knife, came to epitomise the lean and mean of the late 1980s and early 1990s. The news that Dunlap's AI had arrived was in itself sufficient to boost a company stock.

This was an era when the announcement of job cuts was greeted with enthusiasm by shareholders anxious to enjoy the benefits of an immediate bottom-line impact. It is how often did those jobs turn out to be as severe as they sounded at the time of their announcement?

The question was posed this week by Henry Farber, an economist at Princeton University in the US. Mr

Farber has been puzzled for some time about the dearth of evidence to back up the reports of large-scale downsizing programmes in the US. His studies of job loss rates up to 1993 threw up no evidence that companies were getting rid of people to any greater degree than they had always done. This is not to say that downsizing is a myth, but it

**'When I was young lay-offs were treated as bad news. Now it's good news'**

does suggest that its impact may have been overblown.

"Two years ago I would have said there was no evidence at all for it happening, but now I'm beginning to see some evidence. Its rates of job loss between 1993 and 1995 are higher than I would have expected given the strength of the labour market," he says.

He wonders whether companies did in fact lay-off all those they announced would be leaving, suspecting that some announcements may have been deliberately designed to court stock market approval. "There appears to be some anecdotal evidence that the stock market reacts favourably to news of lay-offs. When I was a youngster, such lay-offs were treated as bad news. Now it's good news," he says.

Mr Dunlap's demise may signal that the wind has changed again if the initial euphoria induced by the bottom-line "fix" has begun to fade. Instead of looking for lay-offs, analysts may begin to look for signs that a company has lost the ability to attract recruits, damaging its growth prospects.

On the other hand it may still take time for job cuts to work their way through the system amid the wave of mergers sweeping the US. Challenger, Gray & Christmas, a US outplacement company that tracks job cuts on a monthly basis, notes that the 215,529 US job cuts to the end of May are 26 per cent ahead of the 170,475 registered in the

same period last year. The number of job cuts related to mergers, says the company, has been rising, suggesting that recently merged businesses that chose initially to hold on to their workers in the face of labour shortages are now beginning to trim their workforces. This may be caused in part by the impact of the Asian financial crisis filtering through and partly because of the need to reduce the financial burden arising out of the merger.

### CEO pay

The idea that chief executives of public companies are paid the market rate for their job is something of a fallacy, according to Charles O'Reilly, professor of human resource management at Stanford Business School. Chief executive pay has less to do with market forces and far more to do with how chummy they are with the compensation committee, says Prof O'Reilly.

The professor has made such observations in the face of a contention among economists, including one within his own faculty, that chief executives get the rewards they deserve. Whether they continue to be motivated by such rewards after reaching the top is another matter.

Edward Lazear, the school's professor of human resource management and economics, compares the way that executives compete for the top job to the way

golfers or tennis players approach tournaments. He quotes evidence from the Professional Golfers' Association, which found that raising total prize money by \$100,000 lowered players' scores on average by 1.1 strokes over 72 holes.

Whatever the arguments about motivation, Prof O'Reilly says that once the top job has been attained, pay levels tend to be governed by the chairman of the compensation committee, often a chief executive of another company. There is a strong temptation, says the professor, for the committee chairman to gauge the chief executive's salary against his own.

Prof O'Reilly found that the more the committee chairman was paid, the more the chief executive could expect to make. He says that appointing a chairman of a compensation committee who made \$100,000 more in salary could net a chief executive a pay increase equivalent to that which he might expect from doubling the company's return on equity from 15 to 30 per cent.

Other emotions are also in play, he says. Members of the compensation committee feel indebted to the chief executive, who will more often than not have been involved in their appointment.

In support of this theory he found that in those cases where the chairman of a compensation committee was appointed prior to the arrival of the chief

executive, salary increases were about 12 per cent smaller than those enjoyed by the other bosses. The findings suggest that the first thing incumbent chief executives should do, if they are mercenary enough about their income, is to replace their remuneration committee and make sure that the new appointees are earning relatively high salaries in their own companies.

### Jobs on the net

The headhunting industry appears to be undergoing something of an overhaul, with at least one and possibly two of the biggest operators planning to become publicly quoted companies.

Beldrick & Struggles has already announced its intention to make an initial public offering. The same route is now being considered by Korn/Ferry International, which could use a cash injection after entering into a deal with the Wall Street Journal to launch a combined search and advertising driven recruitment site on the internet called Futurestep.

The site asks for extensive personal details from those who sign on, which it can then hold confidentially and marry to job vacancies. It marks a radical departure for the search industry that has hitherto tended to be contemptuous of the internet.

richard.donkin@FT.com



WORKING BRIEFS

## ECA launches guide to help expats adjust to life back home

Some 8 per cent of expatriate employees leave their companies within two years of returning from an overseas assignment, according to statistics drawn from the client database of ECA International, the human resources consultant. ECA has launched a guide to help employees and their families adjust to life back home.

The return, it says, can often prove more traumatic than the move abroad because preparation for a return is usually far less comprehensive than that provided for leaving. The guide, which includes a questionnaire designed to increase awareness of the issues facing returnees, is the latest in a series of guides from ECA giving advice to expatriates and their managers.

Emily Tuite +44 171 351 5000

### Online service

Those expatriates preferring to source their information online can subscribe to a new service called CountryNet launched by Arthur Andersen in association with The Economist Intelligence Unit

and Craighead Publications. The service, launched to meet an estimated 60 per cent rise in expatriate assignments worldwide in 1998, provides tax, social, political and cultural information on 84 countries. It is available through an annual subscription fee geared to the likely number of users. Mark Williams +44 118 950 8141

### IT is dull

It's official: information technology is dull work, so dull in fact that IT graduates are more likely than any others to switch careers, according to a survey in the US.

The research, carried out by George Mason University, Fairfax, Virginia, found that IT workers were almost twice as likely as other workers with college backgrounds to switch careers. Some 40 per cent of the IT employees wished they had studied something different at college. Three-quarters of those felt they would have had much more fun studying liberal arts.

"The results suggest that employees are more restless than in the past and that companies, especially in the critically short-staffed high-tech industries, may want to take a hard look at their retention efforts," said Alan Merten, university president. Dan Walsh +1 703 993 8785

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#### Requirements:

Candidates must: ☐ be a national of one of the Member States of the European Union; ☐ be less than 45 years of age on 10 July 1998; ☐ have completed a full university or university-level course in conference interpretation; or hold a university diploma other than in conference interpretation and have one year's professional experience as a conference interpreter; ☐ have a perfect command of English and a thorough knowledge of at least three other official languages of the European Communities, including French.

More detailed information and the compulsory application form may be obtained by written request (ref. Official Journal of the EC of 9 June 1998) to the Personnel Division of the Court of Justice of the European Communities, L-2925 Luxembourg.

The final date for receipt of applications is 10 July 1998.

## CREDIT & RISK MANAGEMENT

### Vice President

### London

£ Excellent

Citibank NA is a global bank providing an innovative range of corporate banking, corporate finance, capital markets and transaction services products. A need has been identified for a new credit/risk analysis and approval unit to support an expanding European Securities business.

#### The Role:

- Perform credit and operational risk analysis for a broad range of both corporate and financial institutions, including special purpose vehicles, encompassing multiple industries and geographies.
- Manage a portfolio of credit lines to European Securities product managed clients, later expanding to other products.
- Perform appropriate stress testing, reporting and collateral monitoring on the portfolio.
- Develop and manage a database for asset backed transactions, and develop an early warning system.

#### The Candidate:

- Strong analytical skills, with a knowledge of quantitative methodologies.
- Extensive knowledge of financial institutions and corporates.
- Good understanding of securities clearing and settlements systems, transaction services products, including asset backed securities transactions.
- 3-6 years of risk management and financial analysis.
- Strong written and oral skills, together with the credibility to represent the bank on customer calls.

This is an outstanding opportunity to develop a career within an ambitious and forward thinking bank. For the successful candidate a highly competitive salary and banking benefits package will be offered. Interested candidates should contact Tim Smith or Hugh Nightingale on 0171 269 1870. Alternatively write to them, enclosing a full CV, at Michael Page City, 50 Cannon Street, London EC4N 6JJ. Fax: 0171 329 2986 or e-mail: city.corp.bank@michaelpage.com Please quote reference 429632. All applications will be treated in the strictest confidence.

Michael Page  
CITY



### European Bank for Reconstruction and Development

The European Bank for Reconstruction and Development has a unique challenge to assist the countries of central and eastern Europe and the CIS in their transition to market economies.

Risk Control's mission encompasses the measurement, mitigation and monitoring of market, credit and operational risks borne by the Bank in its Treasury activities, which cover a wide range of capital markets instruments.

Risk Control focuses mainly on identifying, measuring and subjecting to limits financial risks borne by the Bank, evaluating and implementing risk mitigation techniques, and monitoring risks on a daily basis and reporting to senior management.

Risk Control interacts regularly with various business units with various business units within the Bank including Treasury, Accounting, General Counsel, Operations and Information Technology. In addition, the unit maintains relationships with market counterparties, other international financial institutions, professional organizations and regulatory bodies.

Beside a competitive compensation and education package, we offer career and achievement in a truly dynamic enterprise.

EBRD Investment Risk Control Unit is looking to recruit a (m/f)

### Risk Control Officer - Analytics & Modelling

Key responsibilities: ☐ to develop and upgrade risk measurement techniques and analytical models; ☐ to write prototype software and manage its integration into the Bank's main risk management system; ☐ to analyse new products, trading and hedging strategies; ☐ to coordinate the development of a portfolio-based credit risk measurement application; ☐ to help test and validate pricing models.

The position requires: ☐ an MSc or PhD preferably in sciences; ☐ prior experience in capital markets and exposure to a wide range of financial instruments would be an advantage; ☐ demonstrated expertise in financial modelling and writing software to implement analytical and numerical models; ☐ strong quantitative background, e.g. option pricing theory and Monte Carlo simulation; ☐ good computer skills including familiarity in Excel and Matlab and programming experience in C, C++.

The position requires a self-motivated, adaptive individual with good communication skills, able to function within a small team. Your CV must be suitable for scanning. In order to ensure your CV is correctly scanned, please use white paper, standard font size and clear, legible, quality print. Please avoid the use of bold, italics, underline, boxes and graphics.

To apply, please send your detailed CV in English, naming reference number as Sarah Bell, European Bank for Reconstruction and Development, One Exchange Square, London EC4A 3EH. Fax number: 44 171 358 6097. E-mail: Resumes@EBRD.com. All applications will be acknowledged.

Please help by not telephoning.

## Assistant Investment Manager

### West London

£ Competitive Package

Our client is a portfolio manager for a AAA rated finance company, investing in a globally diversified multi-billion US\$ portfolio of fixed income securities. Due to the company's sustained growth and outstanding performance, there now exists a further opportunity for talented individuals to join the rapidly expanding investment management team.

#### Key responsibilities will include:

- Analysis and presentation of investment opportunities which will involve investigation of the latest market/product developments.
- Detailed credit/financial analysis of both plain vanilla and more complex products (bonds, swaps, options, ABS etc).
- Building and managing counterparty relationships.
- Ideal candidates will:
- Have gained 2-3 years experience in financial markets through a sales, research, credit or

corporate finance role. Recent MBA graduates or qualified ACAs will also be considered.

- Possess a firm understanding of financial products: experience of options, swaps and asset-backed securities is advantageous.
- Be highly motivated self-starters who are confident in their abilities and able to back their own judgement.

This truly demanding role will only suit exceptional individuals who are innovative, lateral thinkers with strong communication and presentation skills and able to work in a small team environment.

Applicants should write to Sarah Ise-Hunter, enclosing a full CV, at Michael Page City, 50 Cannon Street, London EC4N 6JJ. Tel: 0171 269 1865. Fax: 0171 329 2986. Please quote ref 429475. e-mail: sarahissehunter@michaelpage.com

Michael Page  
CITY

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## Aer Lingus

### Group Chief Executive

DUBLIN EXCELLENT PACKAGE REFLECTING EXPERIENCE

#### Company Profile

- The Aer Lingus Group operates Ireland's national airline and has emerged from a period of rapid change in the industry as a quality, customer focused and innovative airline with a significant presence internationally.
- Turnover is in excess of \$850m; over 8,000 employees.
- Undergoing a substantial change programme which has created a sound commercial and profitable basis for future development.

#### Role

- To lead the company into the next century.
- To provide the creative leadership and direction necessary to spearhead the activities of the Group in meeting its future challenges and opportunities.

#### Candidate

- A proven record of accomplishment at executive level in a commercially driven environment.
- Comfortable operating at the highest levels of business both nationally and internationally.
- The salary for the position is currently under review and will be competitively structured to reflect the Board's intention to appoint an individual of the highest calibre.

Aer Lingus is an equal opportunities employer.

Please write, stating how you meet the requirements and enclosing career details to Eamon Drea, HAY-MSL Management Consultants, Newmount House, 22-24 Lower Mount Street, Dublin 2, quoting reference 50092. Closing date for receipt of applications is Friday, 26th June 1998.



SEARCH AND SELECTION

A TMP WORLDWIDE COMPANY

We are currently undertaking an important pan-European IT project. For our Finance and Control department, we are looking for (m/f)

- Assistant-Manager (s)
- Planning and Control Assistant (s)

You will be preparing and producing monthly and quarterly financial reports and analyses on performance and budget variances. Plus, you will be compiling balance sheet and P&L simulations and participate to the budget preparation. You will also be involved in general accounting processes as well as giving support to daily operational activities. Assistant-Manager will participate in the team planning activities and conduct pan-European projects. To fill in positions in the PC production area, experience in the financial operation of a design and engineering and/or manufacturing group will be a plus. Implementation of new processes are necessary in the cost accounting, manufacturing sectors for the coming PC business.

Successful candidates should possess excellent qualifications in Business or Economics, a strong commercial awareness and a first experience of 2 years for the job of Control and Planning Assistant. For the Assistant Manager level, 3 to 4 years first experience in a controlling department is essential. International audit firm experience will be a plus. Fluent English is required. You need the flexibility, confidence and team spirit essential in a multinational and fast moving organization. Excellent knowledge of Excel is a must.

If you think you meet these requirements, please send your details to Mrs. De Leebeek, Sony Information Technology Europe NV, Rue de la Fusée 100 - 1130 Brussels (Belgium) E-mail address: patricia.de.leebeek@ccmail.eu.sony.co.jp - Fax: +32.2.706.4320

SONY



JAN 10 1998



صكرا من الامل

## High Yield Debt Analyst

### London

With assets exceeding \$180 billion, 56,000 employees and an active presence in over 40 countries, Merrill Lynch is a market leader in Global Investment Banking. Committed to constant product evolution and development to maintain a cutting edge investor service, they are leading the field in Bond research and analysis.

Due to expansion in the European market, an opportunity has arisen to join Europe's top ranked High Yield Research team.

Responsible for debt market analysis across a portfolio of Industrial sectors, this position will report directly to the Head of European Credit Research. You will be developing rigorous valuation models to provide analysis and advice internally, and presenting investment recommendations to potential clients.



**Merrill Lynch**

To £80,000 + Bonus + Benefits

Suitable candidates will be highly numerate graduates with 3-5 years' experience of company and industry analysis, possibly as an Equity Analyst, Management Consultant or Investment Banker. Pivotal to the role is the capacity to present investment proposals in a dynamic and professional manner. Successful applicants must be able to demonstrate technical ability combined with business acumen and excellent written and oral communication skills. The position will require extensive travel to Europe and the US.

This role represents an exceptional opportunity to develop a high profile career within a prestigious organisation. Interested candidates should contact Jason Borrie or Christopher Ledbury on 0171 629 4463, or write enclosing a full curriculum vitae to Harrison Willis, Cardinal House, 39-40 Albemarle Street, London W1X 4ND or fax 0171 393 9004. Email: jason.borrie@hugroup.com Internet: www.hugroup.com

**HARRISON WILLIS**

## FINANCIAL ENGINEERS FUSION FINANCE

### HONG KONG BASED/ASIAN FOCUS

This company is the leader in the fusion of capital markets and insurance markets. A provider of innovative risk management solutions to corporates, financial institutions and public sector bodies around the world, they are truly on the cutting edge of finance today. A strong balance sheet and excellent credit rating enable the organisation to assume its clients' risks, not just broker them to others.

The company is establishing a Hong Kong office to service the region and has opportunities for a few exceptional individuals to learn from its seasoned professionals.

The roles will require:

- marketing these services to CEOs, Finance Directors, Entrepreneurs and Risk Managers in the Asia Pacific region

- performing analytical reviews of financial risk related issues
- creating and packaging innovative and often unconventional solutions to these complex problems

The successful candidates will have gained at least 4-5 years experience and have demonstrated a clear track record of success in an analytical role, probably within a leading investment bank.

Strong technical and commercial acumen, a first class degree in a quantitative or finance related field together with a willingness to take a 'hands-on' approach to problem-solving and learning are all key qualities for these pivotal roles.

These are outstanding opportunities for high calibre career-minded and creative

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Individuals seeking to realise their full potential in an environment that offers unparalleled career prospects.

If you can make a significant contribution to this dynamic business which is poised for further growth, please write enclosing a current Curriculum Vitae to James Gundry at Robert Walters Associates, 21st Floor, Jardine House, One Connaught Place, Central, Hong Kong. Tel: (852) 2525 7808. Fax: (852) 2525 7768. E-mail: james.gundry@robertwalters.com Web: <http://www.robertwalters.com> You may also apply via [http://rwa.com/Robert\\_Walters](http://rwa.com/Robert_Walters) quoting reference RWHK10.

**ROBERT WALTERS ASSOCIATES**



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### BRITISH AEROSPACE

Attractive package

London SW1

### Fund Manager - UK Equities

Excellent opportunity for an experienced UK Fund Manager to join the small, autonomous in-house pension fund team of British Aerospace who manage assets totalling £4 billion. The UK Equities portfolio is approximately £2.2 billion. Working conditions are excellent.

#### THE ROLE

- Take full responsibility for the UK equity portfolio, maintaining strong performance, ensuring that it beats the WM peer group. Work closely with a qualified assistant.
- Play an important role in the development of future strategy for the management of the pension fund.
- Maintain and develop sound relationships with external research providers to ensure the best possible market insight.

#### THE QUALIFICATIONS

- Proven UK fund manager with a minimum of 5 years' experience in a blue chip investment institution and a sound performance record. Probably aged between 30 and 40. IT skills are considered an advantage.
- Confident of own convictions, capable of making important investment decisions without supervision.
- Mature and collegiate approach. Highly motivated with a deep interest in the market and an understanding of the factors that affect the performance of stocks.

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London 0171 296 3333  
Manchester 0161 499 1700

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Selector Europe, Ref. MW/2028/1/88,  
16 Connaught Place,  
London W1 2ED



**Aon Capital Markets**

### STRUCTURED FINANCE PROFESSIONAL

CITY

£50,000 - £75,000

Aon Capital Markets is a niche division within Aon Group, one of the world's leading global insurance and risk management providers with operating revenues of nearly 4 billion and an international network of more than 550 offices in over 100 countries. The capital markets team operates out of offices located in London, Chicago, New York and Los Angeles and specialises in structured solutions for financial and insurance risk utilising both the capital and insurance markets.

As a part of Aon Capital Markets, the structured finance unit, Special Risk Services, focuses on structuring capital market transactions using insurance guarantees, and is regarded as a leader in this niche market. As part of their strategic development, the team is seeking to recruit an individual to their London office with a strong understanding of structured and asset-backed products, whether gained from investment banking or insurance markets.

The successful candidate will be involved in all aspects of business development including product development, client

negotiation, transaction structuring, and risk placement within the insurance market. This represents an outstanding opportunity to join a highly professional results driven team that is an acknowledged leader in its field.

- The ideal candidate will possess the following skills and experience:
- Excellent academic background with university level degree
  - 3-5 years asset-backed, structured finance or financial guarantee experience from an investment banking or insurance underwriting background
  - Experience in structuring and pricing transactions
  - Good presentation and communication skills
  - Initiative, determination and integrity
  - Desire to join a small but highly successful and committed team

Interested candidates should forward a detailed Curriculum Vitae to David Podd, Director, Human Resources, Aon Group Limited, 8 Devonshire Square, London EC2M 4PL or by faxing details for his attention on 0171 216 3327.

### AN ASSOCIATION WITH QUALITY: INTERNATIONAL SPORTS MEDIA & MARKETING

Our client is a renowned, leading integrated group of sports marketing and service companies developing, marketing and servicing sports sponsorship properties throughout the world. In view of the continued growth of the business and its complexity we are looking to strengthen the group's finance department in Central Switzerland with a highly competent, convincing

### Senior Corporate Controller

Your responsibilities will encompass all aspects of the performance measurement of the group, such as the production of yearly budgets, medium-term plans and rolling forecasts, the preparation of periodical consolidated financial reports and management accounts with proactive, in-depth business performance analysis, the assistance of local and senior management in initiating action programs and close cooperation with the treasury department. A key task will be your active participation in introducing a new management information system and the setting-up of procedures to ensure efficient, timely and accurate processing and reporting worldwide.

You should have a recognized business qualification (university degree in economics, CPA, qualified accountant with MBA or equivalent), several years experience in financial and operational controlling with knowledge of US-GAAP, a sound understanding of business performance analysis and ideally exposure to front-line accounting in a subsidiary. The person we seek is an open-minded, proactive financial coach with a diplomatic touch and excellent communication skills, who is able to work in different cultures and interface with local and senior management. A good knowledge of German is required, while any further languages would be an asset.

If you are interested in expanding your career in a dynamic, future-oriented company, have the flexibility and are willing to take over an assignment abroad in the medium term, please send us your application. Needless to say, you can be assured of our complete discretion.

### CORPORATE MANAGEMENT SELECTION

Hofmattstrasse 21 - CH - 8052 Zurich - Telefon 01 - 250 40 00 - [general@cms-ag.ch](mailto:general@cms-ag.ch)  
Die Berater der Finanz-, Bank- und Wirtschaftsschleute - <http://www.cms-ag.ch>  
Die Partnerunternehmen der Engineering Management Selection E.M.S. AG und der Communication Expertise CE AG

**C.M.S. AG**



**Moody's Investors Service**

### COUNTRY RISK ANALYST/ VP SENIOR ANALYST

Moody's Investors Service is a leading financial services firm recognized for our commitment to integrity and excellence. Currently, we have an exceptional opportunity in our rapidly expanding Sovereign Risk Unit.

The Sovereign Risk Unit is seeking an experienced individual interested in doing country risk analysis with emphasis on the African Region. You will follow a diversified portfolio of countries, monitor regional conditions and make recommendations on sovereign ratings. An understanding of the role of credit risk in emerging capital markets required. Must be able to analyze and interpret socioeconomic and financial data from a global perspective. Qualifications include 10 years experience in country risk analysis. Masters degree/Ph.D. in economics required. Fluency in French required and Arabic desirable. Excellent consultative written and communication skills a must.

We offer a competitive salary commensurate with experience, as well as comprehensive benefits. Please direct your resume and salary expectations in confidence to: Human Resources, Dept. LR/DO, Moody's Investors Service, 99 Church Street, New York, NY 10007. Fax (212) 553-4063. We are an equal opportunity employer M/F/D/V.

**Moody's Investors Service**

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Accomplished TRADE FINANCIERS and;

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Please fax your CV to:  
K.J. Bennett on 0171 633 9171  
or Renato Reinhard on 0171 633 3806  
or write to KPM Search Consultants at 24 Botolph Claydon, London EC2R 8DR

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Scandinavian brokerage firm with exceptionally strong research and trading seeks hard-working and passionate salespersons with proven records of institutional business generation. Opportunities available in New York, London, Stockholm and Oslo.

Interested candidates should send their resume to:

Douglas Miller  
ABG Securities, Inc.  
645 Fifth Avenue, 11th Floor  
New York, NY 10022



### BOND/CREDIT MARKET ANALYST

Applicants required for analyst for leading London-based financial research consultancy. Fluency in the English language is a pre-requisite, a literate and clear writing style will also be sought. The candidate will combine this with a knowledge of the bond and money markets, ideally including some experience of fixed income or credit spread analysis gained in a securities/banking or credit environment. Salary will be competitive.

Correspondents should reply, in confidence, enclosing a Curriculum Vitae to:

Mike Gallagher  
IDEA Ltd  
296 High Holborn  
London WC1V 7JH  
Fax to 0171 439 2777  
E-mail: mikeg@idea.co.uk

### EGYPTIAN EXPATRIATE

residing abroad intending to  
return to Egypt.  
We wish to employ Egyptian  
citizen, university graduate with  
financial background and  
intending to reside in Cairo as

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and fringe benefits expected to

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P.O. Box 214  
London NW3 7DN



### Prudential-Bache International

Dubai, United Arab Emirates

### PRIVATE CLIENT STOCKBROKERS/PRIVATE BANKERS

Prudential-Bache International is expanding into the Middle East by opening an office in Dubai. Marketed products and services are designed to help wealthy international investors preserve and increase their wealth. Products include, but are not limited to, multi-currency deposits and loans, state-of-the-art global asset management products, and individual equities and fixed income instruments. Private Bank accounts, trust services and commingled asset accounts are also available.

The firm is looking to hire several candidates. One will be selected as manager to lead the team. Candidates will be required to demonstrate an established track record of attracting and retaining high net-worth individuals as customers. The firm is seeking professionals already servicing a well diversified private client asset base. Fluency in English is necessary. Ability to speak Arabic is desirable but not essential. The compensation package we offer is unlikely to be a limiting factor for the right candidate.

Please send your curriculum vitae in strictest confidence to:

Martin Leclerc  
Prudential-Bache Securities (UK) Inc.  
1-3 Strand  
London, WC2N 2AE, UK  
Fax: (0044) 171-414-6941

Prudential Securities is an Equal Opportunity/Affirmative Action Employer  
and is committed to diversity in our work force. Member SIPC.  
Prudential-Bache International is a subsidiary of Prudential Securities  
Incorporated, New York, New York.

### Portfolio Manager Global Emerging Markets, Fixed Income specialising in Latin America

HSBC Asset Management is the global investment, advisory and fund management arm of the HSBC Group, one of the world's largest banking and financial institutions. HSBC Asset Management offers institutional clients in every major market a range of investment solutions to their needs, with active portfolio management on a global, regional, and country-specific basis. Smaller institutions, private clients and individuals are also offered a range of mutual funds and other pooled investment vehicles, as well as private equity and hedge fund solutions. Our US operation, HSBC Asset Management Americas, Inc., is based in New York City.

Global Emerging Markets, Fixed Income, specialising in Latin America. In this newly created role, based in New York, you will be responsible for managing and managing Latin American fixed income securities and portfolio management. You will be responsible for credit analysis, portfolio construction, and contributing to the overall performance of the portfolio. The ideal candidate will have the following profile:

- 3+ years emerging market fixed income experience in fund management, research or sales/trading
- Strong knowledge of Latin American economies in order to forecast interest rates, currency values and sovereign bond yield spreads
- Exceptional communication, analytical and computer skills (Word and Excel)
- Ability to communicate well in Spanish and preferably a working knowledge of French
- Enthusiasm or completion of the Chartered Financial Analyst (CFA) program

We offer a competitive salary and an excellent benefits package.

Interested applicants should write in confidence to:  
Human Resources, HSBC Asset Management Americas, Inc., 140 Park Avenue, New York, New York 10005 USA.  
email: carolyn.hall@hsbam.com or phone call: (212) 486-4444

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Financial Times

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### Group Controller

London salary £80,000 plus bonus

A £400 million international engineering business, a division of a multi billion international manufacturing company is looking to recruit a Group Financial Controller (effectively the Group Finance Director). Candidates must show strong management and financial skills, have worked in a multi national environment, and have the desire to get involved in the drive for profits and cash generation. Expertise in the integration of new acquisitions would be useful. Ref: 28.002

### Management Accountant

Central London salary £36,000

A young qualified accountant is required to act as Deputy Finance Director for a successful insurance broking and underwriting business. Good technical accounting and IT skills are essential, but most important is the character to integrate into close knit management team. Ref: 47.001.

### Finance Director

northern France FF700,000 plus bonus

A strong financial manager with international experience in manufacturing or automotive components is required for a £75 million business, part of a major international automotive components company. This role requires somebody with excellent communication and proven team leadership skills, and the vision and energy to introduce a substantial programme of change. Candidates must be totally fluent in French and English. Ref: 27.011

### Financial Controller

northern France/Paris salary FF500,000 plus bonus

A strong Controller with experience in an international manufacturing environment is required for a £50 million manufacturing business. Candidates must be technically sound, have a forceful personality, and be willing to take a lead role in the management team. Candidates must be totally fluent in French and English. Ref: 27.015.

### Financial Controller

Frankfurt to DM 150,000

A young controller with good audit experience is required for a £100 million manufacturing business based south of Frankfurt. Candidates must be technically sound, ambitious, have an outgoing personality, and be willing to undertake extensive European travel. Career development opportunities within the parent group are considerable. Candidates must be totally fluent in German and English. Ref: 27.009.

### European Internal Audit

based in Germany or Belgium DM 110,000

Young qualified accountants with formal audit training either in a professional firm or the audit department of an international business are required for the northern European audit function of a global manufacturing business. Candidates must be fluent in English and German, other languages would be an advantage. Ref: 27.008

### Group Financial Controller

Amsterdam salary NFL 200,000 plus bonus

A Group Financial Controller is required for a £90 million manufacturing business, a division of a £500 million UK based company. This global role demands a hard nosed financial manager, interested both in broad strategic vision and in nailing detail. Language skills would be an advantage, but are not essential. Ref: 48.003.

### Software Sales

Thames Valley Salary negotiable

A young qualified or part qualified accountant is required for the UK office of a substantial US software business. The role will be primarily to provide pre-sales support for a sales team for Windows NT based financial management systems. Candidates must be technically sound with natural sales skills. They must have considerable energy and ambition, and longer term there are enormous career development opportunities. Ref: 55.001

## FINANCIAL CONTROLLER

KEY MARKET LEADER IN SECTOR

HAMPSHIRE

c. £55,000 + BENEFITS

- Exciting opportunity to head the finance function in a UK multi-site subsidiary of a listed French owned plc regarded as market leader in the growing protective equipment and services sector.
- Reporting to the European Managing Director and functionally to the Finance Director based in Sweden. The main purpose of this important role is to provide comprehensive financial accounting services to the UK business, covering strategy and legislative practices; planning, directing and consolidating all financial activities in the UK and the implementation of a financial reporting structure to support corporate business objectives.
- Key challenges in this role are to evaluate performance, develop and control the finance function to successfully deliver company financial strategy in a dynamic and customer service oriented environment.

- Qualified accountant, with comprehensive understanding and significant record of financial management in leading blue chip company. History of financial control in a team based matrix structure and experience of applying IT solutions to enhance financial effectiveness to raise the profile of a value adding function.
- Strong commercial acumen and creative flair with intellectual ability to manage multiple issues and teams. Must have maturity and credibility to create effective relationships throughout the business in the UK and overseas and act as an ambassador for corporate goals and values in a multi-cultural business.
- This role is key to sustaining the company's successful development and broader, long term opportunities exist for the right individual.

Please apply in writing quoting reference 1654 with full career and salary details to:  
Toby Lapeere-Norris  
Whitehead Selection  
4 The Courtyard, 707 Warwick Road, Solihull B91 3DA  
Tel: 0121 709 0909. Fax: 0121 709 0479  
www.whiteheadselection.co.uk

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SELECTION

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## Commercial Director

South West

£60,000 + package

Our client is a publicly quoted group and leading European supplier to major food manufacturers and retailers. It offers a range of innovative and technologically advanced products to an expanding and demanding customer base. A Commercial Director is now required for its fastest growing business to contribute towards ambitious growth plans in Europe and beyond.

- Provide business support for Managing Director, with full responsibility for financial and commercial matters including financial reporting, budgeting and pricing.
- Work closely with operational management, particularly Sales and Marketing, reviewing management information, evaluating and making recommendations to maximise profitability and improve cost control.
- Provide commercial input into business strategy, long term plans and product development proposals.
- Qualified accountant or financially astute MBA, with over five years' commercial experience with a fast moving, marketing led organisation. Previous profit responsibility within a large international branded group is preferable.
- Self-starter with excellent communication, negotiation and staff management skills. A proactive, flexible, hands-on approach will be necessary.
- Motivated by challenge and opportunity, with the ability to influence and manage change within a customer focused, international environment.

Please write in confidence, giving full career and current salary details, quoting reference SJW/2762.

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## FINANCIAL DIRECTOR

UK MARKET LEADER - DISTRIBUTION SECTOR

WEST MIDLANDS

c. £80,000 + BONUS + BENEFITS

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- Market leading distributor, with extensive range of added value processing facilities, supplying a large demanding customer base, through a regional network across the UK and Ireland.
- Reporting to and working closely with the Managing Director, key initial challenge will be to implement a step change in the quality of management information. This will enable the function to proactively provide effective and commercial focused advice with which to drive the strategic development and operational management of the business.

- Graduate, qualified accountant, with a proven track record at senior level gained within a progressive, fast moving and ideally geographically dispersed organisation. Suitable careers could include distribution, retail and wholesale, or manufacturing which employs complex channels of distribution.
- Team player but with strength of character and personality to contribute individually and stand own ground. Strongly commercial with a customer service ethos.
- Powerful intellect and innovative problem solver. Tough but able to quickly build relationships and credibility internally and externally. Capacity for career advancement.

Please apply in writing quoting reference 1661 with full career and salary details to:  
James Thomas  
Whitehead Selection  
4 The Courtyard, 707 Warwick Road, Solihull B91 3DA  
Tel: 0121 709 0909. Fax: 0121 709 0479  
www.whiteheadselection.co.uk

Whitehead  
SELECTION

A division of Whitehead Mann Ltd,  
a Whitehead Mann Group PLC company

ABU DHABI INVESTMENT AUTHORITY

### Assistant Controller - Treasury and Commodities

The Abu Dhabi Investment Authority, a state super-annuation fund located in the United Arab Emirates is seeking an Assistant Controller Treasury & Commodities to work in Abu Dhabi.

Working within the Accounting Department, the position will report to the Executive Director of Accounting and the Senior Financial Controller. The incumbent will be responsible for all aspects of Treasury and Commodity fund Management Administration including data capture, position/valuation reporting, and the production of periodic reporting of fund performance to AIMR standards, benchmark attribution, and risk measurement.

Applicants should:

- be ACA, CPA, ACCA, or CIMA qualified,
- have 3 or more years in a similar role as described,
- possess a detailed understanding of complex derivatives and valuation thereof,
- be familiar with concepts of performance/attribution, risk/tracking error,
- have 5 or more years experience with a corporate treasury/commodity fund manager
- CFA an advantage

The position based in Abu Dhabi, offers an excellent tax free family status expatriate package on a two year renewable contract basis including:

- Annual Basic salary net of tax commensurate with experience
- Fully Provided Housing
- Relocation allowances
- Education allowances for accompanying children
- Furniture grant
- Generous annual leave including business class tickets to country of origin for employee and family members
- Automobile allowance
- Medical and dental benefits
- End of service benefit

Please send CVs with salary history to:  
Executive Director,  
Accounts Department,  
Abu Dhabi Investment Authority  
Fax: 00971-2-274351  
P.O. Box 3600  
Abu Dhabi  
United Arab Emirates



## Blue-chip Entertainment Industry

Our client is a leading force in the entertainment industry with revenues exceeding £3 billion and a presence in over 70 countries. Due to a recent change in their global strategy, having been involved in a number of acquisitions and divestments, they are now focused on their core business activity. As a result of this restructuring process, they have identified the need for two key personnel within their corporate finance function.

### Group Reporting Manager

London

£45,000 + Car + Benefits

- This high profile role is essential to the Group financial reporting process. Key areas of responsibility will include:
- Preparation, analysis and interpretation of consolidated financial data and reports for external statutory reporting purposes.
  - Consolidation of Group data and production of monthly management reports.
  - Liaison with Group companies and head office departments on reporting and technical accounting issues.
  - Involvement in development of financial reporting systems to aid the statutory and management reporting processes.
  - Staff development within the department.

As a prospective candidate, you will be an ambitious ACA qualified accountant with 3-5 years post qualified experience. You will be technically strong and up-to-date, multi-currency consolidation experience is essential. Experience within the head office of a large multinational organisation will be an advantage. Able to work on your own initiative, you will have good communications skills, organisational ability and a hands-on approach. You will be seeking a step up into a more challenging role with staff management responsibility and exposure to key management. Reference 431400.

Interested applicants should forward an up-to-date curriculum vitae including current remuneration and daytime contact number to Keith MacKenzie at Michael Page Finance, Europa House, Church Street, Old Islesworth, Middlesex TW7 6DA, or fax on 0181 847 5703 or e-mail: keltmackenzie@michaelpage.com Please quote the relevant ref number.

Michael Page  
FINANCE

Australia - China - France - Germany - Hong Kong - Italy - Netherlands - New Zealand - Singapore - Spain - UK - USA

### Management Accountant

London

£35,000 + Car + Benefits

- Reporting to the Financial Reporting Manager, the management accountant will play a key role in a small, highly focused team, providing and analysing information for this global business. Responsibilities will include:
- Assistance with preparation of management and financial information, including monthly reports, forecasts and budgets.
  - Key supporting role in the analysis of group and regional trading performance, competitor analysis and trends including cash flows.
  - Involvement with systems development to enhance data collection.
  - Substantial involvement in the development of the detail and presentation of current reporting.

The successful candidate will be an ambitious, enthusiastic, qualified accountant with up to three years post qualified experience. Strong communication skills and commercial experience are needed, entertainment industry experience will be an advantage. This role would suit candidates looking for a fast moving, blue-chip environment where the use of their flair and initiative is pre-requisite. Reference 431403

## Financial Controller

East London

to £50,000 Package

With an enviable reputation for quality and a blue-chip retail customer base, Fulton is the UK's leading umbrella manufacturer and distributor. The company's niche status and its focus on product design and technical innovation, has led to a 30% share of the UK market. Plans for the future include further international expansion and possible flotation.

As number one in finance, heading up a small team, your specific responsibilities will include:

- Working in partnership with the Managing Director to establish and achieve strategic objectives.
- Providing comprehensive financial and commercial support to senior management.
- Developing forecasting and budgetary control.
- Producing management and statutory accounts.
- Treasury and cash flow management.
- Developing financial systems and processes.

It is envisaged that this individual will be given the opportunity of assuming a key role within the senior management team with responsibility for sales, production and product development, as well as handling key customer accounts.

The successful candidate will probably be a qualified accountant with at least three years post qualification experience within a commercial environment. They will be committed to achieving further company efficiencies and have the ability to communicate and influence at all levels.

Interested candidates should send their curriculum vitae with covering letter stating your salary details to Simon Keating, at Michael Page Finance, Europa House, 39-41 Parker Street, London WC2B 5LN, or fax 0171 831 2354, quoting ref 429621. Alternatively e-mail: simonkeating@michaelpage.com

Michael Page  
FINANCE

Australia - China - France - Germany - Hong Kong - Italy - Netherlands - New Zealand - Singapore - Spain - UK - USA



## Group Tax Manager

Harlow/Royal Docks

£ Competitive

Norton Healthcare Limited, one of the UK's leading pharmaceutical companies and the UK's largest generics company, has seen exceptional annual sales growth of 17% for the last four years.

Due to expansion and subsequent relocation to Royal Docks, a unique and challenging role has arisen for a Group Tax Manager to be responsible for a variety of assignments, both on a national and international basis. The position will report to the Group Financial Controller and will be key role within the highly motivated group finance function.

- Detailed responsibilities include:
- UK and overseas corporate tax compliance and planning, including preparation of the returns and dealing with the Inland Revenue.
  - Group VAT issues at all levels.
  - US Reporting.



- Personal tax relating to remuneration, P11Ds, expatriate and payroll issues.
- International planning and advisory work.

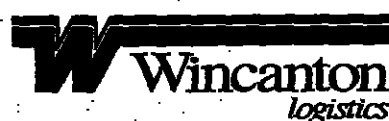
Candidates for consideration will be part or fully qualified ATII/ACA/ACCA with up to five years general practice experience in either industry/commerce or practice. You will have excellent communication and team work skills as well as the ability to manage projects to deadlines and work confidently under pressure.

This is a unique opportunity for an ambitious tax specialist to develop all round skills in a truly stand alone position.

If you are interested in discussing this opportunity, please send your CV to Jenny Long at Michael Page Taxation, Europa House, 39-41 Parker Street, London WC2B 5LN, telephone on 0171 269 2483 or e-mail: jennylong@michaelpage.com

Michael Page  
TAXATION

Australia - China - France - Germany - Hong Kong - Italy - Netherlands - New Zealand - Singapore - Spain - UK - USA



## Head of Internal Audit

Somerset

to £50,000 Package including Bonus + Car

Our client, Wincanton Logistics, is part of Unigate Plc and one of the largest third party logistics contractors in the UK with a turnover of over £500 million. Wincanton provides complete logistics solutions to a wide range of blue-chip clients in the retail and manufacturing sectors. In the last few years, Wincanton has significantly expanded its operations through acquisition and major organic investment.

Due to a recent internal line promotion, the business now requires a Head of Internal Audit. Reporting to the Finance Director, your role will not only encompass the management of the internal audit function but also significant financial and commercial projects, including acquisitions. Key relationships will be built across the business with divisional finance directors, operational

management and Unigate Group.

With a minimum of four years post qualification experience, you are likely to be already a manager or senior manager in a 'Big 6'/medium practice or alternatively be within a progressive audit function in industry. Exposure to due diligence or general corporate finance assignments will be highly desirable. A confident, assertive individual with excellent written and verbal communication skills, you will be at ease in a commercial environment.

Interested candidates should send a CV to Andrew Setchell at Michael Page Finance, 29 St Augustine's Parade, Bristol BS1 4UL or fax 0117 9264223 quoting reference NTA1.

Michael Page  
FINANCE

Australia - China - France - Germany - Hong Kong - Italy - Netherlands - New Zealand - Singapore - Spain - UK - USA

## Exponential growth - natural development and acquisition ACCOUNTANTS - WITH VISION AND DRIVE

Major developments in the finance function to keep pace with their growth means that our client now seeks the following:

### DIVISIONAL FINANCIAL CONTROLLER

Reporting to, and working closely with the Group Financial Director and Managing Director of this £70m + business, you will oversee the entire financial and management accounting for the prime UK and European division, heading a team of accountants operating in diverse, fast-moving service sectors. You will be a qualified accountant with at least 5 years' PQ international experience and have strong commercial, technical and leadership skills. Initial salary negotiable £40,000 - £50,000 + 20% bonus. Ref: DFC7471/FT

### MANAGEMENT ACCOUNTANTS

Reporting to the Divisional Financial Controller there are posts for young qualified Accountants. You will support the Divisional Directors of the rapidly expanding business sectors with responsibility for variance analysis, budgeting and forecasting, tender/contract costing appraisals and in-depth review of the businesses, eg Key Performance Indicators, trends and business opportunities. Important will be the ability to liaise closely with line management and assist in achieving their objectives and solving problems. Initial salary negotiable £28,000 - £40,000 + 10% bonus. Ref: MA7473/FT

Applications in strict confidence, quoting appropriate reference to the Managing Director, Accountancy & Legal Professions Selection Ltd, 2 London Wall Buildings, London Wall, London EC2M 5PP. Telephone 0171 588 3114. Fax: 0171 638 9216

### GROUP ACCOUNTANT - EUROPE

You will report to and support the Group Financial Director with responsibility for all European financial reporting including consolidations, UK & US GAAP plus MSA. You will be an ACA with at least two years' PQE and likely to be a business degree graduate. This key position calls for an analytical and flexible self-starter with initiative and an eye for detail. Initial salary negotiable £30,000 - £40,000 + 20% bonus. Ref: GAE7472/FT

### FINANCIAL ACCOUNTANT

This appointment calls for a young qualified Accountant with 2 years' PQE and strong financial accounting and systems implementation experience. Reporting to the Divisional Financial Controller, you will be responsible for the annual statutory accounts for a number of UK group companies, management of the ledgers and credit control functions. Effective team management and liaison with the European subsidiaries will be vital to the success of this role. Initial salary negotiable £28,000 - £38,000 + 10% bonus. Ref: FA7474/FT

£35,000-£60,000 PACKAGES

WEST OF LONDON M4/M3

Our client, a global organisation, headquartered and quoted in the US, is one of the foremost providers of high quality, cost effective labour intensive services in its field. They deliver cost effective service solutions by state-of-the-art systems and have a genuine customer focus in their core business. The strategic diversification thrust is aimed at higher margin activities through acquisitions, as well as natural growth.

## International Financial Management Global Market Leader - North East Base

Newly privatised, fast growing, £70 million world class company and global market leader providing critical high technology services to oil and gas majors through regional profit centres in North and South America, Europe, CIS and Asia/Pacific. Committed to grow the business organically, providing strong customer focus, extending scope of existing services and driving core competencies into new markets. Further expansion accomplished through strategic alliances, acquisitions and investment in new concepts and technologies.

### Group Management Accountant c£35,000, bonus, car

#### The Position

- Report to Group Financial Controller as part of international finance management network. Global involvement with Regional Managing Directors and Financial Controllers across all operational and commercial issues to improve business performance. Particular focus in European region, international travel necessary.
- Analyse group and regional trading performance and trends, interpret for management and guide operations management as to cost drivers, sources of profitability and profit growth opportunities.
- Implement common management accounting and cost estimating policies, develop key performance measures, drive transfer pricing system, manage high level project reviews and establish project accounting methodology.

#### The Requirements

- Graduate calibre CIMA. Minimum three years' PQE in management accounting and financial planning in a multinational engineering/contracting company engaged in international projects. Knowledge of project control methodology.
- Outgoing, resilient, flexible, sharp mind, commercially astute. Skilled in managing procedural change.
- Excellent communication skills, ability to influence and persuade. Attention to detail, committed to quality. Potential and enthusiasm to progress.

Ref: 11610/FT

These are rare opportunities to join a young, exciting company, poised for substantial growth and further international development. The rewards for those who can share in the delivery of its vision will be high.

Please submit a comprehensive career plan including salary details and quoting the relevant reference number. Confidentiality is strictly guaranteed.



Varley Walker

E-mail: walmaster@varleywalker.com • Website: http://www.varleywalker.com  
Executive Search • Management Selection • Corporate Psychology

Varley Walker  
182 Portland Road  
Newcastle upon Tyne NE2 1DJ  
Tel: 0191 221 0101 Fax: 0191 221 0842

## Do you have what it takes? If so, look no further...

An opportunity has arisen for ambitious, high potential professionals to join the retail investment business of one of the largest asset management organisations; part of an established and prominent group. With over £100 billion of assets under management, the organisation is now set to further develop its investment proposition to the retail market and requires two specialists to drive the continued development of an effective business infrastructure.

### Management Accountant

City £ Attractive + Finance Sector Benefits

Reporting to the Head of Finance, you will lead and operate the provision of high quality financial information to the management team. Building the annual operating plans, you will have a clear accountability to develop an effective management information system to meet the needs of the business and its synergy with the wider group structure.

An ACA or equivalent with at least three years experience in a demanding commercial environment, ideally with experience in the financial services sector, you will have the drive and tenacity to operate within a climate of change.

Successful candidates will join a young performance driven team that is aiming to build a culture of effective collaboration and open communication right across its business. Both roles demand first class communication skills, strong action orientation and the commitment to collaborative working. In return, the organisation offers unrivalled opportunities for personal growth and career development in the long term.

Interested parties should in the first instance forward a CV and details of their reward expectations to Joanna Adolph (Management Accountant) e-mail: joanna.adolph@michaelpage.com or Jim Richardson (Senior Compliance Analyst) e-mail: jim.richardson@michaelpage.com at Michael Page City, 50 Cannon Street, London EC4N 6JJ. Fax 0171 329 3426. Telephone 0171 269 1840. Please quote reference 429805.

**Michael Page**  
CITY

London • New York • Paris • Amsterdam • Frankfurt • Milan • Madrid • Hong Kong • Singapore • Sydney

### Senior Compliance Analyst

Ilford £ Attractive + Finance Sector Benefits

Operating as a clear deputy to the Head of Compliance, you and your team will support the provision of high quality regulatory guidance, risk monitoring and operational compliance activities to the business.

The ideal candidate should have a detailed knowledge of IMRO with an understanding of the collective system regulations and FIA regulations. First line supervisory skills are desirable. Above all you will have the confidence to apply your considerable technical and interpersonal skills in a complex environment with minimal supervision.

## why compromise... the answer is crystal clear

Finance Director Information Systems & Services

### Managing expansion and growing the brand

£450k package based - circa £50k package plus share options

Delivering all the key ingredients of a successful business, a market leading product, a loyal customer base and a strong brand, you will be responsible for the day to day running of the business.

While a product arrives in the market, you will be responsible for the day to day running of the business, ensuring that the product is delivered to the customer in a timely and efficient manner.

An opportunity to join a young performance driven team that is aiming to build a culture of effective collaboration and open communication right across its business.

Interested parties should in the first instance forward a CV and details of their reward expectations to Joanna Adolph (Management Accountant) e-mail: joanna.adolph@michaelpage.com or Jim Richardson (Senior Compliance Analyst) e-mail: jim.richardson@michaelpage.com at Michael Page City, 50 Cannon Street, London EC4N 6JJ. Fax 0171 329 3426. Telephone 0171 269 1840. Please quote reference 429805.



Delta Business Computing  
225 Station Road,  
Langley Hill,  
Notttingham  
NG16 4AF



## Senior Project Managers

Opportunities  
throughout Europe  
*in particular*  
Spain & Germany

**Excellent packages**

**Hays**

## The power in energy in Europe

Eastern Generation, part of Eastern Group plc, is one of the leading integrated energy businesses in the UK. Now owned by Texas Utilities, a global organisation with interests in the United States, Australia, Asia and Europe, Eastern Generation is extremely well-placed to further develop business ventures abroad. Building upon its strength in the UK, Eastern Group is now channelling investment into developing power generation projects overseas, primarily in Europe. Significant investment has already been made and the Group now seeks to strengthen its team and establish two new offices in Spain and Germany - to maximise business opportunities in these regions.

These roles offer enormous scope for challenge and variety and the emphasis will vary depending on the nature of each project, but typically will include:

- Investigating new business contracts
- Assessment of proposed business ventures
- Strategic risk analysis
- Securing project finance
- Investment appraisal
- Project management and contract negotiation
- Presentation of business plans to Eastern Generation Board

Immediate opportunities exist within Frankfurt and Madrid, where you will work as part of the local management team, whilst maintaining close contact with the Eastern Generation Board in the UK. Further opportunities may become available throughout the network of European offices.

Eastern Generation is keen to meet highly focused, commercial individuals capable of building the generation business in Europe profitably. Experience sought includes:

- Professionally qualified applicants of graduate calibre, your background could be either in project management, project finance, contract negotiation or investment appraisal
- You should be fluent in a local European language.

Mostly, you will have experience of the energy sector, or alternatively you may have experience of buying and working overseas. Undoubtedly you will have broad commercial experience where you can demonstrate a high degree of credibility in working with senior management; a high degree of self-motivation and initiative will be essential.

This is your opportunity to be part of a highly successful worldwide group. The opportunity to build and influence the business within this intensely competitive and highly exciting industry is unparalleled. In return, Eastern Generation can offer you variety, autonomy, continued career advancement and a highly competitive remuneration package.

To learn more about these opportunities, please send your CV to: **Eastern Generation**, c/o **Hays Executive Search**, 40 St Andrews Street, Cambridge, CB2 3AL. Fax: 01223 362200. For information pack will be available. Interviews will only take place in the UK, Spain and Germany. Eastern Generation is an equal opportunities employer.

**Hays Executive**  
STRATEGIC SEARCH & SELECTION

## The Marylebone Cricket Club HEAD OF FINANCE

COMPETITIVE PACKAGE INCLUDING CAR & BENEFITS BASED AT LORD'S

Our client is the leading private cricket club in the world. The MCC owns Lord's Cricket Ground, stages international, first-class and other matches, organises a large programme of domestic games and has high level input into cricket nationally and internationally.

### THE POSITION

- Reports to the Secretary and administers the Finance and Estates Committees. Responsible for the club's financial affairs, including developments relating to the club's property and substantial building projects. Provides commercial leadership on all operational activities.

- Management of a small team, HR responsibilities for 100 full-time staff. Oversight of IT department.
- Considerable exposure to senior figures in industry and finance on club committees.

### QUALIFICATIONS

- Highly experienced, qualified accountant with experience of financial control, IT and treasury in service businesses.
- Mature person with stature, comfortable working within the culture of a private members' club.
- Ability to relate to people at all levels. Strong interest in cricket.

SAINTY HIRD  
&  
PARTNERS



Please send a full cv and current salary details with a covering letter explaining your suitability for the role and quoting reference 900610, to Fiona Johnson, SHP Associates, Aldermar House, 10-15 Queen Street, London EC4N 1TX. Tel: 0171 815 8888. Fax: 0171 815 8800. E-mail: shp@shpa.co.uk

## Outstanding Opportunity in Global Financial Services Firm EQUITY COMPLIANCE MANAGER

EXCELLENT PACKAGE/LONDON

Our client is a market leader in each of its three primary businesses - securities, asset management and credit services. The integrated Law and Compliance team is seeking an exceptional candidate to join its department in London.

### THE POSITION

- High-profile role responsible for advising on issues and activities with compliance implications arising in the Equity Division.
- Specific focus on cash and derivative products in the domestic and international markets.
- Opportunity to work within a challenging, team-driven environment at the very forefront of new product development with team management responsibilities.

### QUALIFICATIONS

- Impressive academic record, likely to include a chartered accountancy, legal or other business qualification.
- At least five years' experience gained in a compliance related environment or relevant areas such as Internal Audit, Consultancy, Financial Control, Risk or Capital Markets. Strong product knowledge and familiarity with SFA, LSE and other relevant rules.
- Excellent judgement and rigorous analytical skills. Team player and self-starter. Ability to meet deadlines and work successfully with senior management. Superb communicator. Detail focused.

SAINTY HIRD  
&  
PARTNERS



Please send a full cv and current salary details, quoting ref: 900608, to SHP Associates, Aldermar House, 10-15 Queen Street, London EC4N 1TX. Tel: 0171 815 8888. Fax: 0171 815 8800. E-mail: shp@shpa.co.uk

**aiwa**

West London

**MARTIN WARD  
ANDERSON**  
LONDON • WINDSOR • ST ALBANS  
• SOUTHAMPTON •

AIWA is known throughout the world for high quality audio visual products. The global nature of the organisation has meant that international markets are continually being developed, with 86% of sales and 90% of production outside of Japan. Turnover within the European market is planned to more than double by the year 2000. European operations are based in the UK, Germany, France and The Netherlands, with distributors throughout both Western and Eastern Europe.

The drive for greater synergy between these operations has led to the creation of a UK based shared services function, which will offer value-added support to the group on a pan European basis. Key to the success of this team are the appointments of a Financial Controller and a European Treasurer.

### European Financial Controller c. £50,000 + Car + Benefits

Reporting to the Director and General Manager your responsibilities will encompass:

- Motivating and developing a professional finance team.
- Implementing systems and controls on a pan European basis.
- Overseeing the management reporting and budgeting process.
- Building relationships with Senior Management both at Head Office and regionally.
- Requirements:
- Graduate calibre, qualified accountant with at least 3 years PQE, gained in a commercial environment.
- Strong commercial awareness with the ability to liaise, influence and initiate change at all levels.
- Systems implementation and/or project management experience, with exposure to distribution and executive information systems being an advantage. (Ref: 62041)

In both roles the experience of working in a multi-cultural environment and/or the ability to speak a second language would prove to be an advantage, but not essential. Interested candidates should send their curriculum vitae to Lucia Do Rosario at Martin Ward Anderson, 7 Savoy Court, Strand, London WC2R 0EL or by fax on 0171 240 8818 quoting the relevant reference. (E-mail: info@mwa.co.uk). Alternatively, telephone her on 0171 240 2233.

### European Treasurer c. £40,000 + Car + Benefits

Reporting to the Financial Controller your main responsibilities will involve:

- The negotiation of capital increases and borrowing facilities.
- Cash management to include the arrangement of transfers, placing surpluses and arranging short term borrowing.
- Monitoring and evaluation of exchange rate movement and entering foreign contracts for purposes of hedging.
- Ad hoc duties to include budgeting and business analysis.
- Requirements:
- Detailed knowledge of the money markets.
- Well developed negotiation and decision making skills.
- A flexible and team orientated approach (Ref: 62043)



## Coopers &amp; Lybrand Executive Resourcing

Change Manager  
Global FMCG Leader

FLEXIBLE LOCATION

UP TO £50,000 SUBSTANTIAL BENEFITS

This extremely profitable multi-billion British group is the global leader in its main markets and possesses some of the world's best known FMCG brands. There is a recognition from the very top that in order to extend their sector dominance ongoing change is essential. They are consequently embarking on a dramatic transformation of the group which will also lead to real enhancement of shareholder value.

The financial change management team's mission is to demonstrably add value to change projects within the group by assisting financial line management to complete change programmes and realise tangible business benefits. This is a highly ambitious vision which seeks to transform the service capability of the function on a global scale and put in place a culture of continuous improvement.

You will be part of a small, select team reporting to the Director of Change Management responsible for the financial areas of the business. You will not project manage local change initiatives but will utilise your knowledge and experience to assist local Finance Directors develop well formed change projects. Your time will be roughly split

between providing direct support to the business and researching and introducing new practices and learning.

A qualified accountant and possibly an MBA is preferred although is not essential. You will certainly be a financial manager whose abilities have already been recognised within similar multi national businesses with reputations for excellence in financial management. It is preferable that you will also have some consultancy experience which will have honed your change and project management skills. Personal qualities sought include energy, enthusiasm, strong interpersonal skills and a willingness to undertake extensive travel.

You can expect to perform this role for up to two years before moving on to a senior line role in the group. For this reason and because of the travel element of the job, relocation to near their London headquarters may not be necessary.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence to David Owens, Coopers & Lybrand Executive Resourcing Ltd, Temple Court, 35 Bull Street, Birmingham B4 6JT, quoting reference D1405 on both envelope and letter.

## Price Waterhouse

## Why Compromise?

Scope for your career, space for your life  
Based in Jeddah, Saudi Arabia Attractive expatriate packages

This privately owned company has diverse operations spanning three continents, with interests centred on agriculture, supported by the international management of both related plant and wider real estate and financial investments. The company's plans for growth and development require the remodelling of the senior finance team. With close working links to the firm's owner and Deputy Managing Director, these positions will play an essential role in providing the company with strong, effective financial control across all of its international operations.

Finance Manager/Chief Accountant  
c.£70,000

**Your role**  
Reporting directly to the company's owner you will make a substantial contribution to business planning and financial strategy: this will range from developing banking relationships in support of strategic Treasury and asset management, right across to guidance on pricing policy and financial product design. You will have responsibility for the management and development both of your staff, and of accounting and monitoring practices and systems.

**Your background**  
A Chartered Accountant, preferably with a business-related degree and at least ten years experience, you will have an impressive track record in senior finance roles that demonstrates your ability to direct the strategy and control the systems of a diverse international organisation. Internal audit experience would be desirable.

The high profile of these positions provides excellent opportunities for committed finance professionals to enjoy real variety within a challenging and dynamic multi-cultural background, as well as enjoying a generous range of expatriate benefits and a package that will fully reward your abilities and experience.

For an informal discussion on either role call David Hunter on (44) 171 939 3661 or James Greengrass on (44) 171 939 2514, or write to them at:

**Executive Search & Selection**, Price Waterhouse, Southwark Towers, 32 London Bridge Street, London SE1 9SY.  
Fax: 0171 378 0647. Email: David.Hunter@Europe.notes.pw.com

Internal Audit Manager  
to £50,000

**Your role**  
Yours will be an international brief to develop and maintain an internal audit function looking after the accounting, financial, business and operational control systems of all operations and ensuring the provision of valid management information across three continents.

**Your background**  
A Chartered Accountant, you will have gained substantial audit experience within either a leading professional firm or the finance function of a major, internationally-based organisation. Investigative by nature, you combine sharp analytical abilities with the exceptional interpersonal and diplomatic skills of a true problem solver.



CABLE &amp; WIRELESS

## A Real Global Tax Practice

Very Competitive Salary

London

Cable & Wireless is one of the world's leading international telecommunications service providers. Our businesses provide over 17 million customers in over 70 countries with a complete range of international domestic, internet and mobile communications. We are focused on growth, increased efficiency and building our brand identity in our chosen markets.

Do you want to be a real global player? Work on an Australian HR tax team for an existing \$4M on Video Conference services UK CEO issue in 10 AM review the USA GAAP tax account at 12 PM and write a memo on a Dutch tax holding structure at 2 PM and finish the day by preparing a report on agreement for our Chinese customers. The next day, you'll prepare the UK tax return for the mobile or data operators working even faster.

Cable & Wireless offer a Big Six level Global Tax Practice with extensive opportunities worldwide and a tax team that matches from Australia and Hong Kong in the East to North and Central America in the West. We create tax strategy, structure and implement tax planning locally.

The rapid expansion of our global business operations and recent internal promotion have led to the creation of three new exciting and challenging tax positions:

- Senior Tax Accountant - 70% commercial, global audit, transfer pricing and systems

- Two Senior Tax Advisors - 70% cross border planning, M&A, treasury and financing, financial statements tax accounting and business modelling

You'll be proactive, strategic, change oriented, a strong communicator, not just a leader and team driver. This is a hard working, fast-paced team environment which will test all your skills in cross border tax, accounting, finance, economics or law.

Your background must include Big Six, multi-country law firm or multi-national corporate experience with recognised professional designation in your country (CPA, ACCA, MBA in Taxation, etc.). Experience with foreign tax systems, especially Chinese, USA, Latin American and other European countries would give you a distinct advantage, as would fluency in a second language such as Chinese and Spanish.

You're based in London, but there could be opportunities to work overseas.

We want the best and the rewards both financially and personally are yours to reach for overseas. Send your CV, along with salary expectations, to: John Harman, Cable and Wireless plc, 7th Floor, Rathbone House, Theobald's Road, London WC1X 8BX.

Closing date for applications is 4th July 1998.



## FINANCE DIRECTOR

c. £80,000 plus bonus and equity

LONDON, W1

This is a truly exceptional opportunity to play a key role in establishing a major new retail initiative, with a projected turnover of £1bn by year 2001. This ground-breaking enterprise calls for a management team of the highest calibre to lead the operation through its crucial formative period. The goal is a nation-wide retail network of car superstores, with an unprecedented commitment to the highest standards of quality and customer focus.

This high-profile position within a dynamic team - responsible for financial activities at both strategic and operational level - represents an outstanding career opportunity for an entrepreneurial individual to help spearhead this ambitious venture. Planned flotation in two to five years means that share participation will be a major feature of the remuneration package designed to reflect the importance of this role.

## The Position

- Manage the finance function to ensure that all the financial information and activities are accurate, timely and meaningful, including US GAAP reporting.
- Advise on accounting standards for flotation limited liability partnerships, audit, legislation and VAT/PAYE requirements.
- Ensure the company's finance strategy supports its broad business objectives, including related financial services initiatives.
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Guide



## THE ARTS

## From lowly inn to shrine

Mahler's humble birthplace is being lovingly restored as a state-of-the-art recital hall, writes Judith Hendershott

Gustav Mahler once said: "I am three times homeless - as a native of Bohemia in Austria; as an Austrian among Germans; and as a Jew throughout the world. I am everywhere an intruder, never welcomed."

Mahler was in fact born on July 7 1895 in the tiny village of Kalitz, in what is now the Czech Republic, a place unchanged for centuries, where cows graze near the village square and the only sounds to be heard are birdsong and barking dogs.

Two years ago Mahler's Czech countrymen launched an appeal to restore his birthplace, a humble coaching inn located in this sleepy corner of the Bohemian-Moravian uplands, 90 kilometres south-east of Prague. After raising half the funds needed for the project, building works began in April. The first stage of the renovation will be completed in August: a state-of-the-art recital hall and a restaurant-cum-pub decorated in 1890s Austro-Hungarian Empire style.

On September 19 the American baritone Thomas Hampson will open the 200-seat chamber hall with a

benefit recital of Mahler's *Des Knaben Wunderhorn*, a song cycle based on Bohemian folksong.

Hampson is one of several international artist celebrity benefactors supporting the restoration of the Mahler birth house, Czech soprano Gabriela Benackova is a leading artistic donor, along with Hampson, American

free to bring to fruition Stilec's vision of "a Tanglewood in the Czech Republic". Stilec said: "We will have things connected with Mahler in Bohemia, but this will not be a museum. We want to bring life into this place the year round."

In addition to the chamber recital hall and restaurant which open in September,

**The Mahler project has been an object lesson in careful planning and frugal management, with all those involved donating their services**

conductor Gilbert Kaplan, Czech violinist Václav Hudeček, and British musicologist Donald Mitchell, via the Benjamin Britten Estate.

The success of the project has been a testimonial to the dedication of the Mahler foundation organisers, a trio of former Supraphon record company executives: ex-managing director Jiri Stilec, producer Jana Černá, and public relations director Vladimír Drvota.

For the past three years they have donated their time

to the Mahler foundation (patrons Benackova and Hudeček) intends to build a small hotel annexed to the coaching inn, which will provide overnight accommodation for pilgrims to the Mahler birthplace, due to open in July 1999. Building works on the infrastructure of the whole complex have already begun.

The Mahler project has been an object lesson in careful planning and frugal management. There have been no paid employees, all

those involved donating their services in their spare time. No building works began until the funds to cover the costs were in place. All expenses are being met through business sponsorship and private donations.

Government support was sought in the beginning, but turned down, so that the project is not subject to political changes and bureaucratic whims as was the case in the recent Handel House debacle, where Heritage Lottery Fund dithering resulted in the downgrading of ambitious plans to establish a Handel House Museum in London.

The Mahler foundation has been fortunate in having for three years the support of Opel C&S, the Czech-based branch of the German car manufacturer, itself a subsidiary of the US company General Motors. Now that the first stage of the renovation is nearly complete Opel is set to become the project's "general sponsor", along with Panasonic Technics of the Czech Republic.

Opel's Czech director, Josef Blecha, who has worked in Toronto and New York, said: "I passionately believe in the mission of industry to improve society. For an understanding of



Mahler's house in the sleepy village of Kalitz: the 200-seat chamber will open in September

Mahler's music one must come here: Mahler's melodies follow the lines of the landscape, with its ponds, forests, rolling hills, marshes, fields and meadows.

A queue of other companies based in Prague, Brno, Jihlava (where Mahler lived from the age of three months to 15 years), Cesky Krumlov, and Humpolec is vying for "principal" sponsorship of the second stage of the renovation project; their shareholders seem more eager to

be associated with this prestigious project than the shareholders of the area. Stilec said: "We must preserve the character of this traditional Czech village. Kalitz's young mayor, Jan Rod, has been very helpful."

The foundation (called Musica Nostra Amor - "Music, Our Love") intends to make the recital hall available as a ceremonial venue and for community use of the local people. A studio for composers' workshops, featuring both Czech and non-Czech composers, is

planned, as well as a music school for vocal master classes. It is hoped a large concert hall will eventually be built on the site of Mahler's father, Bernhard's, now-derelect brandy distillery.

"We want to establish a connection between the world and the Czech Republic, as Mahler was a cosmopolitan, international person, and music is an international force," said Stilec. It is a fitting tribute to a man who saw himself as a wanderer.

## OPERA IN MUNICH

## Shakespeare heard with different ears

Andrew Clark on the premiere of Manfred Trojahn's operatic version of 'Twelfth Night'

The Germans love their Shakespeare - with the emphasis on "their". The Bard speaks to all men, but they hear with different ears. And the latest Shakespeare to reach German ears is *Was ihr Wollt*, Manfred Trojahn's operatic version of *Twelfth Night*. Commissioned by Peter Jonas for the Bavarian State Opera in Munich, it has just been premiered to a generally warm response from public and critics.

Trojahn, born in 1949, represents the acceptable face of modern German music. He is not overly cerebral, nor does he go out of his way to make his music accessible. As his Pirandello opera, *Ennio* (Munich 1992), illustrated, he knows how to entice the ear and characterise a dramatic situation. He also has the ability rare among living composers, to write fast music - and orchestras enjoy playing it. In short, he knows how to entertain.

The fact that I was disappointed by *Was ihr Wollt* does not mean I think the piece is intrinsically flawed. The Munich production - directed and designed by Peter Mussbach, with costumes by Andrea Schmidt-Futterer and lighting by Konrad Lindenberg - was so unfunny, so androgynous and clever-clever that the work barely stood a chance. It was only after shutting

my mind to the inanities of the staging that I had a chance to appreciate the telescopic qualities of Claus Henneberg's libretto and Trojahn's quick-cut musicking of each scene. The piece lasts barely 100 minutes, but the core of Shakespeare's text is preserved, and treated to music which is never less than buoyant or nuanced.

Henneberg, who died earlier this year, was the most sought-after librettist of his generation - his previous

**At least the music made sense, thanks to a cast capable of responding to its flights of fancy**

Shakespeare adaptations include Reinmann's *Lea* - and his experience shows in *Was ihr Wollt*. He and Trojahn have fastened on to the bitter taste of the comedy, bringing out the *Schadenfreude*, the irony, the sense of uncontrollable metamorphosis. Instead of mirth and self-fulfilment, we find a tale of fateful misunderstandings and unfulfilled desires.

There is no tying of loose ends before the Clowns's epilogue, no circle of reconciliation, no idealised love and happiness. That leaves the piece curiously open-ended, as if *Was ihr Wollt* - the German translation of Shakespeare's subtitle "What You Will" - has been taken at face value. The audience is left to decide

whether the characters are capable of accepting their own and others' real identities, or whether they end up isolated, as Mussbach's staging implied.

Trojahn's starting-point is Olivia's appeal to fate - "show thy force". Before a word is sung, a storm runs through the orchestra and returns at strategic intervals, reinforcing the idea of puppet-like characters in the control of a stronger power. But Falstaffian overtones are equally present - not just in the size of Trojahn's orchestra, with only a few extra percussion to distinguish it from Verdi's, but in the brio he brings to scenes involving Sir Toby and Sir Andrew.

Viola becomes a flighty coloratura, Malvolio a Beckmesserish pedant. Orsino gets the best music of all: "If music be the food of love", transposed to the third scene, is a dreamy tenor nocturne with piccolo and cor anglais, and his introspective Act 2 soliloquy about "the heating of so strong a passion" has the character of an Elizabethan lament, intensely beautiful and sad. Trojahn is equally alert to the subtleties of Viola's dialogues with Orsino and Olivia, and there is a fantastical quality to the score which would equally suit *A Midsummer Night's Dream*.

I can only hope another theatre will give *Was ihr Wollt* the staging it deserves. Mussbach, one of the looser cannons on the German operatic scene, placed the action on a giant outcrop of moonrock. Bathed in constantly changing colours, it was one of those sets which supposes an "idea" - a sense



Hijacked by designer moonrock: Irde Martinez (left) and Jeanne Piliand as Viola and Orsino

of inter-personal dislocation, perhaps? - and hijacks the drama. With many of the exchanges stranded onstage and characters struggling to pick their way around the surface, the dialogue inevitably suffered. Sir Andrew and Sir Toby were foppish clowns, lending the comic ensembles an improvisatory air more appropriate to Zerbinetta's strolling players. Olivia and Malvolio looked

like dolls in stylised oriental costume - we've seen this once too often - and the only characters of definable sexuality were a decrepit Antonio and a Clown in top hat and tails.

At least the music made sense, thanks to Michael Boder's easy command of its mercurial idiom and a cast capable of responding to its flights of fancy. Rather Trost was the noble Orsino, Irde

Martinez the nightingale-like Viola. Against the odds, Dale Dussing managed to convey some of Sir Toby's rich personality, while Jeanne Piliand's Olivia, Jan Zinkler's Malvolio and Julie Kaufmann's Maria, among others, contributed a strong sense of ensemble. In a less artificial staging, they might have emerged more sympathetically than the brutal misfits they resembled here.

## POP TOM WAITS

## Pick of the Island years

The word "compilation" is derived from the Latin verb "compilare", to plunder or plagiarise, an etymological association that record companies frequently illustrate. Back catalogues are cheerfully ransacked, swift cut-and-paste operations are performed on current chart hits. However variable the result, the compilation album's value lies in its being cheap to produce and quick to take recompense.

One therefore approaches Tom Waits' *Beautiful Maladies: The Island Years*, a 23-track compilation surveying the material Waits has produced for Island Records between 1983 and 1993, with some wariness. But Waits is notoriously antipathetic to commercial exploitation. Having chosen the tracks on *Beautiful Maladies* himself, his presence provides some justification to the enterprise. More important, Waits' first recordings for Island witnessed a marked development in his musical direction.

Three albums provide for the bulk of the compilation: *Steelfishtrambones* (1983), *Raindogs* (1985) and *Frank's Wild Years* (1987). This loosely-formed trilogy saw Waits incorporating a wider array of instrumentation, particularly percussive, to his musical repertoire; while his songwriting began to engage more acutely with the melancholia and nostalgia that have vitified his work since 1973's *Closing Time*.

The 15 songs from these albums, alongside the eight from subsequent recordings, have been arranged by Waits to allow inter-album associations of mood ("Cold, Cold Ground" and "November",

say); and theme (the rum-bustious crew of "Shore Leave" succeeded by the loveless sailor of "Singapore"). The closing tracks, "I Don't Wanna Grow Up" and "Time", provide an ideal encapsulation of Waits' twin propensities for the escapist and the maudlin.

*Beautiful Maladies* showcases the note that Waits strikes between the romantic and the romantic. From rain-lashed ballads to neon-lit lowlife, music and lyrics combine to evoke an

**Waits' music and lyrics evoke an America as seductive as it is fictive**

America as seductive as it is fictive. Over the patter of congas, the wheeze of accordions and a blur of horns and guitars, Waits' broken-glass baritone conjures a world in which cuban beats click-clack, bourbon gets knocked back, the innocent slumber and the damned brawl. Waits glories in anachronism, whilst avoiding conservatism. Taking dime store subjects, he invests them with music and lyrics of the highest worth. It is inevitable that Waits' choice of songs must exclude personal favourites; however, the overall standard of his work is such that only a churl could grumble.

Ludovic Hunter-Tilney

## INTERNATIONAL

## Arts Guide

## AMSTERDAM

**OPERA**  
Netherlands Opera, Het Muziektheater  
Tel: 31-20-551 8911  
Siegfried: by Wagner. New production conducted by Hartmut Haenchen in a staging by Pierre Audi; Jun 21

## BELFAST

**DANCE**  
Grand Opera House  
Tel: 44-1232-241919  
The National Ballet Company of Latvia: The Sleeping Beauty. With the orchestra of Latvian National Opera and Ballet; Jun 19, 20

## BERLIN

**CONCERTS**  
Konzerthaus  
Tel: 49-30-203090  
● Berlin Symphony Orchestra: conducted by Kurt Sanderling in works by Mozart and Beethoven; Jun 19  
● Rundfunk-Sinfonieorchester Berlin: conducted by Rafael Frühbeck de Burgos in works by

Mozart. With bassoon soloist Alexander Voigt; Jun 20, 21

## OPERA

Deutsche Oper  
Tel: 49-30-34384-01  
● La Gioconda: by Ponchielli. Revival conducted by Marcello Viotti in a staging by Filippo Sanjust; Jun 24  
● Menon: by Massenet. New production conducted by Jiri Kout in a staging by Cesare Lievi. With sets by Margherita Palli and costumes by Luigi Parego; Jun 23  
● Werther: by Goethe. Concert performance conducted by Alain Guingot; Jun 20

## BOLOGNA

**OPERA**  
Teatro Comunale  
Tel: 39-051-529 999  
www.netuno.it/teatrocomunale  
Don Giovanni: by Mozart. New production conducted by Daniele Gatti in a staging by Gianfranco de Bosio, with designs by Pasquale Grossi; Jun 20, 21, 23, 24

## BRUSSELS

**OPERA**  
La Monnaie  
Tel: 32-2-229 1211  
● Don Pasquale: by Donizetti. New production conducted by Philippe Jordan in a staging by François de Carpentier on the Luntheater stage; Jun 19, 21, 23, 24  
● The Turn of the Screw: by Britten. New production conducted by Antonio Papano in a staging by Keith Warner, with designs by Stéphane Lézeidis. Cast includes

Susan Chilcott and Anthony Rolfe Johnson; Jun 19, 21, 23

## LEEDS

**OPERA**  
Grand Theatre  
Tel: 44-113-222 6222  
● Opera North: Joan of Arc, by Verdi. New production by Philip Prowse, conducted by Richard Farnes with a cast headed by Susannah Garville and Arthur Davies; Jun 23  
● Opera North: Eugene Onegin, by Tchaikovsky. New production by Daria Ielhaupaltse, conducted by Steven Sloane. The cast is led by Alwyn Mellor and Peter Savidge; Jun 24

## LONDON

**CONCERTS**  
Wigmore Hall  
Tel: 44-171-935 2141  
● Marti and György Kurtág: piano recital given by the composer and his wife, of pieces from Játék (Games) inspired by children's play; Jun 23  
● Simon Keenlyside: recital by the baritone of works by Debussy, Strauss, Glazunov, Rachmaninov and Mahler. Accompanied by Malcolm Martineau; Jun 20

**DANCE**  
Barbican Theatre  
Tel: 44-171-638 8891  
The Royal Ballet: triple bill comprising Nijette de Valois' The Rake's Progress, Ashton's Birthday Offering, and a new work by Ashley Page; Jun 19, 20

## EXHIBITIONS

National Portrait Gallery  
Tel: 44-171-306 0055  
High Society: Edwardian Photographs. A collection of studio portraits, reprinted from a recently rediscovered cache of original negatives. Subjects include Lloyd George, Winston Churchill and Little Langtry; to Jun 21

**Tate Gallery**  
Tel: 44-171-887 8000  
Turner and the Scientists: An Artist in Two Cultures. Display demonstrating the importance of Turner's relationship with his scientific contemporaries, and the impact on his work of new technologies; to Jun 21

**OPERA**  
English National Opera, London Coliseum  
Tel: 44-171-632 8300  
● Carmen: David Ritch and John La Bouchardière direct a revival of Jonathan Miller's production, conducted by Noel Davies. The title role is sung by Sally Burgess; Jun 19, 23  
● Doctor Ox's Experiment: world premiere of a new opera by Gavin Bryars, with a libretto by Blake Morrison, after Jules Verne. The production is directed by Atom Egoyan, with sets by Michael Levine and costumes by Sandy Powell. Cast includes Bonaventura Bottone; Jun 20, 24

## MUNICH

**CONCERTS**  
Philharmonie Gasteig  
Tel: 49-89-5481 8181  
● Evgeny Kissin: recital by the pianist of works by Beethoven,

Brahms and Liszt; Jun 22  
● London Symphony Orchestra: conducted by Bernard Haitink in works by Mozart and Strauss; Jun 21  
● Munich Philharmonic Orchestra: moving chamber concert of works by Mozart, Dohnányi and Brahms; Carl-Orf-Saal; Jun 21

## NEW YORK

**EXHIBITION**  
Guggenheim Museum  
Tel: 1-212-423 3500  
www.guggenheim.org  
Vilhelm Hammershøi (1864-1916): Danish Painter of Solitude and Light. Retrospective seen in Copenhagen and Paris last year, comprising 60 works by this relatively unknown contemporary of Munch. Includes portraits and landscapes as well as interiors, many of which depict the rooms of the artist's home; from Jun 19 to Sep 7

## NOTTINGHAM

**OPERA**  
Theatre Royal  
Tel: 44-115-989 5555  
Opera North: Eugene Onegin, by Tchaikovsky. Touring production by Daria Ielhaupaltse, conducted by Steven Sloane; Jun 19

## PARIS

**EXHIBITIONS**  
Musée d'Art Moderne de la Ville de Paris  
Tel: 33-1-5367 4000  
La Collection du Centre Georges Pompidou: 200 works from the Musée National d'Art Moderne,

displayed here during the period of its closure; to Sep 13

**Musée du Louvre**  
Tel: 33-1-4020 5151  
www.louvre.fr  
● Astronomy and Astrology in the Islamic World: display of instruments developed by Arab astronomers between the 8th and 15th centuries, shown alongside a selection of everyday and religious objects decorated with astrological designs; from Jun 19 to Sep 21  
● Bessano and His Sons: works by the Venetian painter Jacopo Bessano (1510-1592) and his sons. The display brings together works owned by the Louvre with loans from other French museums; from Jun 19 to Sep 21

**OPERA**  
Opéra National de Paris, Opéra Bastille  
Tel: 33-1-4473 1300  
La Traviata: by Verdi. Production directed by Jonathan Miller and conducted by James Conlon. Cast includes Ramon Vargas; Jun 19, 22

## ROME

**EXHIBITION**  
Palazzo delle Esposizioni  
Tel: 39-6-474 5003  
Lucio Fontana: retrospective of the Italian artist best known for the series of "Spatial Concepts" produced in the 1950s and 1960s; to Jun 22

## VIENNA

**CONCERT**  
Musikverein  
Tel: 43-1-5058 8810

London Symphony Orchestra: conducted by Bernard Haitink in works by Mozart and Strauss; Jun 20

## YOKOHAMA

**EXHIBITION**  
Sogo Museum of Art  
Tel: 81-45-681 2867  
Aubrey Beardsley: touring display of more than 200 drawings, prints, posters and books created during the brief period of the artist's fame, organised to mark the centenary of his tragically early death; from today until Jul 20

## TV AND RADIO

● **WORLD SERVICE**  
BBC World Service radio for Europe can be received in western Europe on medium wave 648 kHz (463m)

● **EUROPEAN CABLE AND SATELLITE BUSINESS TV**

● **CNN International**  
Monday to Friday, GMT:

06.30: Moneyline with Lou Dobbs  
13.30: Business Asia  
19.30: World Business Today  
22.00: World Business Today Update

● **Business/Market Reports:**  
05.07: 06.07: 07.07: 08.20: 09.20: 10.20: 11.20: 11.32: 12.20: 13.20: 14.20.

At 08.20 Tanya Beckett of FTTV reports live from LIFFE as the London market opens.



## COMMENT &amp; ANALYSIS



PHILIP STEPHENS

## A European script

The EU has lost its way since the fall of the Berlin Wall. Its future should be as a pillar of stability in a dangerous world

The European Union needs a new script. This much we know. At best the Union is viewed as remote, at worst as an insidious plot to dissolve the identity of the nation state. Its leaders are navigating without a compass. They have been lost since the fall of the Berlin Wall.

The era of big European government is over. So the prime ministers and presidents of the 15 told us at this week's Cardiff summit. The prerogatives of the nation state are to be reassessed. Subsidiarity, a leitmotif as inelegant as it is ill-defined, will henceforth reinforce, if not redraw, the boundaries between Brussels and national capitals.

Watching from the sidelines, some of us felt rather sorry for John Major. The former British prime minister, it seems, had had the misfortune to be ahead of his time when he first wrote the concept of subsidiarity into the Maastricht treaty.

Yet now, as a public beating of breasts revealed more confusion than conviction. Sure enough, Helmut Kohl donned Margaret Thatcher's mantle to demand his money back from Brussels. But you could see his heart was not in it. The wounded lion of Europe, as each leader at the summit warned, is now a serious vote loser.

Extremists of left and right in France have profited handsomely from their strident euroscepticism. The challenge to Mr Kohl from Gerhard Schröder's SPD is none-too-subtly framed around a promise to put Germany first. Ireland's vote on the Amsterdam treaty showed a distinct cooling even in that country's ardour for Brussels.

Brussels, he declared in ever-so-sober tones, must never again seek to interfere in the allocation of tickets for the World Cup final.

Thus will France recreate *L'Europe des états*.

I am being unfair. But not too much so. Last month 11 of these 15 governments launched the euro. Economic and monetary union was hailed as the biggest leap in the direction of integration since the common market's founding conference at Messina. Here at last was the fulfilment of Jean Monnet's distant dream.

Thus not so long ago Mr Kohl proclaimed the single currency as the springboard for political union. Even now, France speaks of the Euro-11 council of finance ministers as an embryonic economic government, the essential counterweight to EMU's new cadre of unaccountable central bankers.

I cannot be alone in detecting a certain paradox between a one-size-fits-all economic policy and the dispersal of authority to nations and regions.

The purpose here, though, is not to ridicule the notion of subsidiarity. Shorn of the cheap populism that sees the Brussels Commission as an easy scapegoat, there is a serious purpose behind closer delineation of the respective roles of the Union and national governments.

It confronts a problem that is real as well as perceived. Europe, as each leader at the summit warned, is now a serious vote loser.

Extremists of left and right in France have profited handsomely from their strident euroscepticism. The challenge to Mr Kohl from Gerhard Schröder's SPD is none-too-subtly framed around a promise to put Germany first. Ireland's vote on the Amsterdam treaty showed a distinct cooling even in that country's ardour for Brussels.

So subsidiarity is a bottle of

champagne goes to the reader who can think of a better word. Europe is about more than an avalanche of vexatious regulations. Devolution of power responds also to a deeper popular disenchantment with the process of politics.

Here, though, we are talking about the style as well as the scope of decision-making. Those who take the trouble to read the Cardiff communiqué will discover that the leaders actually strengthened their mutual commitments. Detailed surveillance arrangements for national economic policies and employment programmes take them three-quarters of the way to economic union.

What is different, of course, is that the co-ordination rests on peer pressure rather than European statute. Nations may be admonished by their partners (and punished by the markets) for breaking the rules of the club but edict from the centre has been displaced by recognition of mutual interest. Britain's Tony Blair markets this as common sense Europeanism.

Doubtless some of the Union's barrier regulations can be repealed in the name of subsidiarity. And the Commission could pay closer attention to Jacques Santer's admonition to do less better. Governments should inject greater transparency into the Union's labyrinthine process of decision-making - though that, of course, would make it harder for national politicians to visit their own sins on the Brussels bureaucrats.

It is at this point, though, that the Union's leaders risk deluding themselves. Subsidiarity, devolution, call

it what you will, is useful in disarming nationalism. It will not provide a script to replace the one lost in the rubble of communism. That demands positive vision rather than a disorderly retreat.

European integration was founded on the reality that the pooling of national sovereignty delivered something tangible. It hardened Nato's guarantee of peace and offered a route map to prosperity. The collapse of communism has fed the rising perception that Europe's institutions have lost their purpose - they inflict themselves on the peoples of the continent instead of serving them.

It need not be so. The end of the cold war has simply confronted the Union with a different set of perils. Bosnia and Kosovo are chilling reminders of the dangers to the east. Algeria is an ever-present warning of instability in the Mediterranean.

Beyond such particular examples lies the daily evidence that economic migration, crime, drugs trafficking and environmental pollution have no respect for national sovereignty. Nor, of course, do the unforgiving capital markets that dominate the global marketplace.

It is around these issues that there is a vision to be framed of the Union as a pillar (not a fortress) of stability in a dangerous world. And, curiously, it is Mr Blair who has grasped this. The sullen resentment that permeates British attitudes has taught him that what Europe might do more of counts for as much as what it might do less of.

Those who listened carefully in Cardiff heard Mr Blair pressing the case for tighter co-ordination of foreign policy and for joint action against the menaces of drugs and crime. Had he been asked, he would have made the case too for a radical restructuring of Europe's defence industry and for closer collaboration in science and research.

For all the love affair with Bill Clinton, we are beginning to see the European in Mr Blair. How ironic it would be if he emerged as principal author of its new political narrative.

## LETTERS TO THE EDITOR

## Losing ideal structure

From Mr Ian Stern.

Sir, It is interesting to read that Goldman Sachs is likely to abandon its partnership structure ("Goldman looks set to announce stock market launch", June 15). It seems to me that this structure resolves a fundamental conflict in investment banking, that of balancing the rewards for the employees as risk takers and the shareholders as risk underwriters. The partnership structure means that the same people are both risk takers and underwriters, thereby creating an intrinsic risk control. It seems unlikely that Goldman's stature and track record in investment banking are not, to a large degree, based on this link and I wonder how that stature and track record will fare in the future.

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## The lesson according to Soros on capital flows

From Mr Mark de Sperville.

Sir, Martin Wolf ("Ins and outs of capital flows", June 16), in his synthesis of the various explanations for the Asian crisis, is hardly the first to draw the conclusion that "countries must never combine ill-regulated financial systems with capital liberalisation". Leaving aside similar recent comments from numerous armchair coroners of Asian economies, an identical warning on the dangers of uncontrolled financial globalisation was made by George Soros some 13 years ago in his *Alchemy of Finance*.

In this difficult to read, but highly intelligent and prescient book, Mr Soros - the world's most notorious currency speculator and at the same time one of its greatest philanthropists - identified the factors that made currencies most attractive to speculators (such as artificial currency bands) while proposing ways for

governments to make them less vulnerable to attack. The statement by Mr Soros that struck me as particularly prescient was (and I quote from memory): "I believe that the globalisation of capital flows will, in hindsight, come to be seen as one of the greatest threats to economic stability since the oil shocks of the 1970s."

So here is yet another example of today's generation learning belated lessons from mistakes their elders have warned about. Unfortunately, I cannot claim to be an exception, having read Mr Soros's book just six months ago - too late to help salvage my mangled stock holdings in Indonesia (where I worked as equity analyst from 1991 to 1995).

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## UN failing at prevention

From Mr Peter Sellern.

Sir, In his article "Beyond Nuremberg" (June 16), Kofi Annan, the United Nations secretary general, does not exactly inspire confidence. Instead of advocating what he calls a properly constituted international criminal court as the "best way of dealing with genocide", Mr Annan might do better to make sure that the UN does what is necessary to prevent genocide and other crimes against humanity being committed in the first place. Such opportunities have presented themselves in recent years and the UN's record in preventing massacres is shameful. At the time of Mr Annan's writing, a new opportunity to prevent ethnic cleansing has arisen in Kosovo. It will be interesting to observe what Mr Annan intends to do about it.

Advocating international tribunals is no substitute for crime prevention and will only succeed in soothing the consciences of those who failed to prevent the crimes.

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## Hardly correct in any way

From Ms Theresa Hamacher.

Sir, [FT] has finally lifted the skirt on its European operations and revealed a shapely pair of legs" (Lex column, June 13-14).

Americans have been accused of being too "politically correct", but how is this metaphor appropriate to business?

Theresa Hamacher,  
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## Dayton agreement must be undone

From Mr Michael Crowe.

Sir, Neither the wooden moralising of Carl Bildt (Personal View: "Deja vu in Kosovo", June 9), nor the anti-Serb diatribe of Philip Stephens ("Europe's dark side", June 12) mentions the fundamental error in European policy that led to the present tragedy in Kosovo.

This was the insistence by the European Union and Nato that the internal boundaries of the collapsing Yugoslav federation be transformed into hard and fast international borders without any adjustment to ethnic realities or right of self-determination for minorities. This is what the Bosnian civil war was about: the refusal of the ethnic Serb region of Bosnia to join the new Moslem-dominated

state, and Nato's insistence that they be forced to, rather than staying with rump Yugoslavia to form a demonised "greater Serbia".

The Dayton agreement was the consecration of the immutability of absurd borders and the denial of the right of self-determination. Having refused self-determination to ethnic Serbs, Nato can hardly turn round now and demand the Serbs grant self-determination to ethnic Albanians. If it manifests its anti-Serb bias, Nato will have an all-out war with Serbia on its hands, and will drive Russia into the arms of its own nationalists.

The only solution to the present mess is to undo Dayton: to call a conference of all the states of the region and work out a new deal

based on self-determination. That will mean granting the Serbs of Bosnia and Croatia (those that have not been expelled) the right to reattach their regions to rump Yugoslavia and create the Serb nation they have a legitimate right to. Only on these conditions will the Serbs be persuaded to part with Kosovo. If you try to deprive the Serbs on both counts - both of ethnic Serb regions outside their borders, and also of non-Serb regions inside their borders - then there will be an explosion of Serb nationalism that even the cynical Slobodan Milosevic will be unable to control.

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We are keen to encourage letters from readers worldwide. Letters may be faxed to +44 171 873 5938 (not fax to 'fax'), email: letters.editor@ft.com. Published letters are also available on the FT web site, <http://www.ft.com>. Translations may be written for letters written in the main international languages. Fax 0171 873 5938. Letters should be typed and not hand written.

Madeline Albright, US secretary of state, this week urged Iran and the US to draw up a "road map" leading to normal relations. But is the Iran of today open to such overtures? The answer to this question is a qualified yes.

In the year since Mohammad Khatami's election victory over the conservative leaders of the Islamic revolution, the president has transformed the atmosphere of Iran. Just as noticeably, he has changed the country's image in the eyes of its hitherto hostile Arab neighbours in the Gulf and the Middle East - breaking almost free from Washington's previous strategy of isolating Tehran as a "rogue" regime.

The scale of Mr Khatami's victory - he won 70 per cent of the vote on a turnout of 90 per cent - was a huge blow to the legitimacy of Iran's ruling theocrats. They had consolidated their position after the 1979 revolution, in the shadow of the 1980-88 war to repel Iraq's Arab and western-backed invasion, to the point where they assumed they could "protect" the president.

But Mr Khatami's overwhelming win, one prominent supporter says, "was not unexpected by us", however much surprise it caused internationally. "It was abundantly clear where the people's sympathies lay. The element of surprise for the hardliners was that they assumed they could fix it (the result), and this showed their complete misreading of the ambition and determination of Iranian society."

More than 20m votes, predominantly from the under-25s, who make up two-thirds of Iran's population, and from women, could not be denied. And one year on, popular enthusiasm for the 55-year-old cleric - a former culture and Islamic guidance minister forced out of office in 1993 for "permissiveness" - borders on adulation.

Last month, tens of thousands thronged into Tehran university to celebrate his first anniversary of his victory. Only after a 15-minute ovation could Mr Khatami promise them he would not be deflected from creating a freer society with a government accountable to the people. "If religion comes into conflict with freedom, then it will be religion that suffers," he warned his opponents.

Speaking earlier that week, at an international book fair overrun by Iranians keen to test the regime's Islamic correctness, the president said Iran must have "a politics free from coercion, based on human rights, popular sovereignty, the rule of law and tolerance, with respect for thought *per se*, respect and reverence for freedom [as a value in itself]".

Such beguiling calls have changed the political debate in Iran, drawing out the passion of the large majority behind reform - but at the same time provoking fear and resentment among the vested interests and competing power centres of the revolutionary regime.

In two presidential terms from 1989, attempts by Hashemi Rafsanjani, Mr Khatami's predecessor, to steer Iran towards modernisation were systematically blown off course by dogmatists in the revolution's complex power structure. As a Rafsanjani aide puts it, they "have material as well as spiritual interests to defend".

The public trial under way of Gholamhossein Karbaschi, the popular mayor of Tehran, is the current front line of that defence. Mr Karbaschi is a hard-bitten reformist, a Rafsanjani protégé and the main strategist of Mr Khatami's landslide. His trial, on what are widely seen as trumped-up charges

of embezzlement, is designed to demonstrate to the government that, although it is in office, it is not in power. A popular opposition cartoon encapsulates the message by picturing Mr Karbaschi with a prison number comprising the date of the Khatami election triumph.

Conventional analysis of Iran's power structure tends to portray an Islamist fortress impregnable to change. All real power, in this view, emanates from Ayatollah Ali Khamenei, successor as Supreme Leader to the late Imam Ayatollah Ruhollah Khomeini, inspirer and leader of the revolution that replaced monarchy with theocracy. While there may be an elected *majlis* (parliament) and a directly elected president, it is mullahs appointed by the Leader who vet candidates.

Mr Khamenei controls the army, Revolutionary Guards and intelligence services, the judiciary, and foreign policy. Moreover, parastatal fiefdoms such as the *bonyads* (charitable foundations built from the assets of the shah and leading monarchists) are accountable only to him; the conservative trading community, the bazaar, is held to be in his pocket; he controls the conventional and traditional mass media - broadcasting and the mosque.

If all this were taken at face value, the contest would be one-sided that there would be no basis for a prolonged power struggle. It would already have been resolved, bloodily in all probability, in favour of the hardliners. Instead, the forces of Islamist reaction have managed only a ragged response, which so far amounts to random provocation more than a cohesive attempt to roll back the Khatami project.

That project is already producing tangible results. In the past nine months, for example, nearly 300 new newspaper and magazine titles have been licensed, raising the circulation of Iranian dailies by a third and

those who write and research. The *hijab* (veil) is receding well past women's hair-line, and a greater ease in public is palpable. It is, for instance, not a small matter in Iran for a couple to hold hands in the street, as many now do. The thrush-like enforcers of the theocrats, Ansar-e-Hisbah (supporters of the Party of God), are now far outnumbered by Khatami supporters in the streets. For visitors (and there are now tourists and academics, as well as reporters) it is normal to be accosted by Iranians anxious

to know what "the world" thinks about Khatami's Iran. "The level of political debate here is incomparably higher than in the rest of the Middle East," says Gholan Ali Khoshroo, deputy foreign minister, quite accurately. Externally, Mr Khatami is busily building on the diplomatic foundations laid by Mr Rafsanjani. Relations with Saudi Arabia and the Gulf emirates are becoming strong, while Tehran has

pragmatically put aside enmities with Iraq and Turkey. It should soon restore diplomatic relations with Egypt. The "dialogue" with the European Union - ruptured by last year's Berlin court ruling implicating Tehran in the 1992 murder of Kurdish dissidents - is resuming. In a candid interview with CNN in January, Mr Khatami called for "a dialogue of civilisations" with the "great American people", to break "the wall of mistrust" between Iran and the US.

All this is held to be anathema to Mr Khamenei and his allies, supposedly interested in nothing else but continuing Khomeini's drive to "export the revolution", and whose "Great Satan" rhetoric about the US and its Israeli ally continues unabated.

Yet Washington's recent decision to waive sanctions against EU companies investing in Iranian oil and gas - opening the way to a new wave of badly needed investment - are as politically beneficial for hardliners (who claim credit for the change) as for reformers.

So is Saudi Arabia's recent announcement absolving Iran of involvement in a 1996 bomb attack on US forces in the kingdom. In practice, Iran's relative opening to the world could not have gone ahead without some form of consensus. The forum for this bar-

gaining - the "consensus manufacturer" as one of its members describes it - is the Expediency Council, whose full and more revealing title is the Assembly for Diagnosing the Interests of the Regime. Headed by the still-influential Mr Rafsanjani, the council includes, as well as Mr Khamenei and President Khatami, leading conservatives such as *majlis* speaker Ali Akbar Nateq-Nouri - the candidate beaten by Mr Khatami - and Ayatollah Mohammad Yazdi, the head of the judiciary behind the Karbaschi trial.

In this key arena, Mr Rafsanjani the power-politician is a discreet but invaluable ally to the reformists, as well as a bridge to Mr Khamenei. The latter's position has been weakened by the election result and by senior Shia clerics questioning his theological credentials.

Within the council, as a leading Khatami supporter puts it, reform is being presented as "maintenance and synergy for the present system, not its subversion". So far, when factionalism has threatened serious disorder, as in the Karbaschi affair or the challenge to Mr Khamenei, the council has headed the reformists and acted to contain it.

Nor is Mr Khatami the political novice some sceptics assume. The admirer of de Tocqueville is also the translator of Machiavelli. As

one Expediency Council official puts it matter-of-factly: "One of his main objectives is to get a political structure that allows the winner of an election to take power." Thus, he moved quickly to replace all provincial governors (who control elections), some 200 political appointees in the civil service, the commander of the Revolutionary Guard, and the head of the prisons service.

The president himself prefers to fuel the public debate with ideas. He avoids openly taking sides in factional strife. There is a price for this approach: the threat of impeachment by the *majlis* hangs over the president's close associates.

Meanwhile, the first in what the reformists expect to be a stream of legal parties was approved last month. It is headed by Mr Karbaschi who, whether he is eventually convicted or not, has already emerged greatly strengthened from his trial. Pressure for constitutional reform is building, there will be municipal polls in the autumn, and new parliamentary elections - bound on current trends to favour Mr Khatami - loom in 2000. With his legitimacy beyond doubt, Mr Khatami's task now is to maintain the momentum for change.

That this could become more difficult is already emerging from the debates inside the Expediency Council on economic reform. The state, along with the *bonyads*, controls more than 80 per cent of the economy, producing some 5,000 goods and services but no new investment or jobs. The private sector is dominated by a *bazaar* biased against entrepreneurship and happy to exploit the loopholes of a rigged system. Mr Khatami's drive for accountability, as well as the pressing need to employ 700,000 new entrants to the labour force each year, is moving him inexorably into conflict with these economic fiefdoms.

"At a certain point, the man will have to take risks," says one western ambassador. "He will have to attack the conservatives on the economy and wrench it from the control of the bazaar and the *bonyads*."

These vested interests are likely to prove resistant to the smiling cleric's charm. They will also make it harder to proceed down the road mapped out by Mrs Albright. Mr Khatami will be forced to draw deeper on his knowledge of Machiavelli. As



Faces of Iran: (left to right) Ayatollah Ali Khamenei, the Supreme Leader; Tehran during last year's presidential election; President Mohammad Khatami; and Madeline Albright, US secretary of state

'One of the president's main objectives is to get a political structure that allows the winner of an election to take power,' as one official puts it matter-of-factly

readership by more. Abdollah Nouri, the Khatami-appointed interior minister, regularly sends his forces to protect dissident rallies or to ring cinemas screening controversial films. Atollah Mohajerani, the popular culture minister trying to make Iran more habitable for its young, its women and intellectuals, makes firmly pragmatic statements like: "There is going to be elbow room in this country for

to know what "the world" thinks about Khatami's Iran. "The level of political debate here is incomparably higher than in the rest of the Middle East," says Gholan Ali Khoshroo, deputy foreign minister, quite accurately. Externally, Mr Khatami is busily building on the diplomatic foundations laid by Mr Rafsanjani. Relations with Saudi Arabia and the Gulf emirates are becoming strong, while Tehran has



# FINANCIAL TIMES

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Friday June 19 1998

## The US in the Asia crisis

If the damage done by the east Asian crisis is to be contained, the US must play the decisive role. This has been obvious from the beginning. The question is whether Washington is rising to the occasion.

The answer is yes, but only up to a point. The US has shown itself orders of magnitude more capable and responsible than Japan or the European members of the Group of Seven. That is what the world expects. It may still be insufficient.

The US authorities have to remember their country has more than a narrow economic interest in Asia's health, big though that is. Asia's dramatic economic advance demonstrated the superiority of a liberal global economy. A long slump might be equally influential, in the opposite direction.

If US interest is deep, its influence is unique. The vast Asian region is marked by distrust among its principal players. The US is everyone's indispensable partner.

Even so, the US administration is far from omnipotent. It has to cajole an inward-looking Japanese leadership towards doing what needs to be done. It cannot even rely on the co-operation of Congress, where many believe public money should never be used to rescue countries in distress.

Yet its biggest challenge is to achieve a smooth integration of broad strategic objectives with the details of this crisis. US aims should be to restore economic growth, stabilise fragile democracies and sustain a harmonious working relationship between itself, Japan and China. Achieving this requires

a tricky marriage of diplomacy with economic policy.

What then should be the US priorities?

First, an unremitting effort must be made, with the assistance of other Asian countries, to prod Japan towards refutation and reform.

Second, co-operation with China needs to be institutionalised, perhaps by co-opting this influential power into the economic discussions of the G7.

Third, there needs to be a far stronger international effort to re-organise debt and provide new loans to afflicted Asian countries, particularly those making a serious effort to deliver on reform.

Fourth, where the crisis has led to huge political turmoil, as in Indonesia, transitional humanitarian assistance should be organised. It seems quite naive to expect a fragile country, in the grip of economic collapse, to implement fundamental economic reform in just a year or two.

Fifth, the US must cajole Europe into playing an active role. This is essential, because European banks are so important and also because, with the US, Europe possesses the only economy large enough to absorb the trade adjustment about to come from Asia.

Finally, both the US and Europe need to commit themselves to maintaining open markets, as Asia's external adjustment depends on this.

This is a long and tricky agenda. It is one only the US can lead. The Asian crisis is not what President Clinton expected to focus on in his last years in office. It has become his biggest challenge, all the same.

## Baghdad Butler

It would be unwise to take too much comfort too soon from the agreement reached earlier this week by Richard Butler, the chief United Nations weapons inspector in Iraq, and Tariq Aziz, Iraq's deputy prime minister.

The agreement comprises a two-month work schedule "on outstanding disarmament issues". Mr Butler says he hopes, when he meets Mr Aziz again to "take stock" on August 9, that "we will be looking at a state that's been pretty well ticked off", and that this will enable him to present a positive report to the Security Council in October, clearing the way for the UN to lift sanctions.

The trouble is that Mr Butler has said this kind of thing before. His tactic, ever since he took on his present task a year ago, has been to stress the positive side of his team's findings and encourage Iraq to come clean on what remains obscure by dangling the end of sanctions in front of it.

There are two problems about this. One is that Iraq can cite statements by US officials indicating that sanctions will never be lifted while Saddam Hussein is in power. That obviously reduces his incentive to comply. The statements may have been superseded by the US's acceptance of

the agreement negotiated last February by Kofi Annan, but the point is far from clear.

The other problem is that, so far, the detail of Mr Butler's reports has always belied his optimism, showing a sorry catalogue of Iraqi deceptions and evasions. The latest review, presented to the council on June 9 and 10, was particularly clear and comprehensive. It showed that Iraq has deceived the UN about its weapons of mass destruction at every turn and only ever owns up to them when the deception has already been exposed.

Unfortunately very few people other than the US and UK governments are now prepared to face up to this unpleasant reality. The rest of the world is eager to see sanctions lifted, for a mixture of good and bad reasons, and regards Mr Butler and his reports as a tiresome pretext for continued US intransigence.

He is clearly sensitive to this charge, which is why he is now making even more effort than before to show his willingness to believe in and co-operate with an Iraqi change of heart. But he is too honourable a man to report compliance if Iraq does not in fact comply. The world should stand by for another crisis in August, or at the latest October.

## Blair's Europe

Britain "has come a long way" in relations with its European partners, Tony Blair rightly said yesterday, summing up the UK's EU presidency to the European parliament. After such protracted and bitter sparring in Europe, it has been good for Britain to play referee for the past six months.

The value to the EU is another matter. Many Europeans complained of its tumbling in the euro's launch. Maybe the presidency came too soon for Blair's government in one sense. For it has not still worked out how to maintain influence in Europe while it remains outside monetary union.

This dilemma was all too present in the messy nomination of the European Central Bank president in early May. Before the debate in Brussels, the UK did effectively lobby its partners not to bother as it was staying outside the eurozone. Nonetheless, London should have insisted on its right as president to arbitrate, rather than fussing about being excluded, as it logically must be, from the new euro-11 club.

In Strasbourg yesterday Mr Blair mainly came under fire from MEPs for repeatedly aligning himself with the US in foreign policy crises. They recalled

his trip to Washington in January, when he lined up with the US position on Iraq without even a courtesy round of EU consultations. On the other hand, on Kosovo, Britain has taken a lead or prominent part in the United Nations, Nato, the international contact group on the Balkans, and in the EU. It just happens that the least relevant of these forums is the EU because of the politico-military nature of the Balkan problem.

European governments have been far less critical than their MEPs of Mr Blair's pro-US stance, because they have seen some pay-off. This came notably in Washington's agreement to drop sanctions on European companies doing business with Cuba, Iran and Libya, though the deal still hangs on Congress's approval. The recent EU move to reopen contacts with Iran has helped stimulate similar US action. The US and UK have also worked together constructively to try to improve the EU's handling of Turkey.

Overall, the Blair presidency has been a modest success for the EU. But the most important pay-off is undoubtedly restoring a sense of normality to relations between Britain and its partners that has been lacking for years.

It has been a remarkable policy reversal. Only last week, Robert Rubin, the US Treasury secretary, was expressing scepticism about the effectiveness of government action in the foreign exchange markets. This week, he and Alan Greenspan, chairman of the Federal Reserve, ordered intervention to shore up a collapsing yen - the first currency market intervention by the US since the summer of 1995.

What has made the US change its mind about propping up the yen? What can its action - and accompanying policy promises from Japan - actually achieve? And what are the implications for the wider Asia crisis?

The obvious explanation for the US action is that concern about Japan's intensifying economic slump has passed a critical point. In the days before the decision to prop up the yen, Japan announced that its economy shrank at an annual rate of 5 per cent in the first quarter, the week before that saw evidence of fresh strains in the crumbling Japanese banking system.

But that is only part of the explanation. Though the support operation and policy promises focused on the yen, China also played a vital role. The yen's depreciation, said C. Fred Bergsten of Washington's Institute for International Economics, was threatening to trigger a string of competitive devaluations all over Asia. This would intensify Asia's financial crisis, caused in part by the inability of Asian borrowers to pay foreign currency debt in their already heavily devalued local currencies. And as Asian goods at fire sale prices arrived at ports all over the world, it would risk exporting the region's recession to the rest of the world.

In particular, China's currency, the renminbi, has been regarded as the cornerstone of attempts to rebuild Asia's economic stability. A devaluation there would make it almost impossible to hold the Hong Kong dollar's value. Last week, Chinese officials expressing growing concern about the yen's weakness, started to back away from earlier rock-solid promises not to devalue. These concerns were expressed too in the increasingly frequent contacts between Chinese and US finance officials.

This, many economists in Tokyo say, marks the emergence of China as a significant player in the world of international finance. That is one important implication of the US policy change. The widespread view in Tokyo is that pressure from Beijing, more than any other factor, prompted the US to drop its hitherto staunch reluctance to intervene.

"China really took the US to the brink," says Ken Courtis of Deutsche Morgan Grenfell in Tokyo. "For the first time it has started to play a world level role in global finance." It was helped, of course, by the impending visit of President Bill Clinton to China next week. The US administration did not want it overshadowed by a financial meltdown in the region, nor by Chinese accusations of double standards: China has been able to argue that it was not fair of the US to press Beijing to maintain its exchange rate and pursue economic reform, while allowing Japan to depreciate its currency and dither about cleaning up its banking system.

But if China played a vital role in explaining the broad background, the immediate decision to change policy came only after intensive discussions between the US and Japan, and within the Clinton administration.

# A prop not a panacea

Stephen Fidler and Peter Montagnon look at the reasons why the US and Japan have acted to support the yen



On Tuesday afternoon, the day before the intervention was unleashed, the president and Mr Rubin held a meeting with officials including Sandy Berger, the head of the National Security Council, Erskine Bowles, the president's chief of staff, and Gene Sperling, head of the National Economic Council. This was followed up by a conference call among the same group and then a late-night telephone call by the president to Ryutaro Hashimoto, the Japanese prime minister.

In the course of these negotiations, the US in effect switched from its earlier stance of criticising Japan from the sidelines for not doing enough, to one of co-operation with Japan in dealing with the crisis. That is one reason some observers have suggested that the intervention could be a defining point in Asia's still unfolding financial crisis: the point at which the world's two largest powers started to act in concert to deal with it.

Mr Rubin may also accept some responsibility of his own for accelerating the decline of the yen after he spoke last Thursday to the Senate finance committee. Expressing concern about the yen's weakness, he said: "Intervention is a temporary tool not a fundamental solution... The whole answer lies in Japan doing what it needs to do."

Many currency traders interpreted the remarks as a chance to make a one-way bet on the Japanese currency and, on Monday, the yen dropped to an eight-year low against the dollar. So by Wednesday, technical conditions in the currency market also meant that the yen was heavily oversold - and ripe for a correction encouraged by central banks.

That may help explain what might otherwise seem a puzzling aspect to the policy change: that it has had such a significant effect. The yen rose sharply and stock markets all over the region rebounded. This is a puzzle because, in the recent past,

observers have stressed how deep seated is Asia's economic and financial crisis, and how hard to reverse. If it takes merely an intervention by the US authorities to persuade sceptical investors to hold yen and other Asian currencies, does this mean the Asia crisis might not be as dire as it seemed? The answer must be no: the strength of the yen's rise is explained by narrower, technical considerations in the markets.

And that in turn means the intervention may have pushed the yen up only temporarily. It has bought some time. But it will be not be effective unless deeper policy changes follow.

So, despite the change of approach, Mr Rubin remains sceptical that intervention will achieve anything without action by the Japanese government. Lawrence Summers, Mr Rubin's deputy, is in Tokyo today for talks with finance officials and politicians to stress the importance of prompt action. "The key is for them to take action, and

that is essential not only for their well-being but truly for the well-being of Asia, and I would say the rest of the world, including ourselves," Mr Rubin told CNN.

This is why the US intervention was explicitly linked to what Mr Clinton called "bold" and "aggressive" reforms announced by Mr Hashimoto. On the face of it, these reforms are impressive. The Japanese prime minister is promising both to speed up a promised fiscal stimulus to the economy and accelerate a restructuring of the banking system, whose huge portfolios of bad loans are weighing down the economy. He would also end the "convoy" system, in which weak banks are bailed out by their stronger brethren.

But there remains widespread scepticism about whether Mr Hashimoto's announcement contains anything really new and, even if it does, about the strength of the Japanese commitment to carry out the reforms.

The basic problem is that the troubles of the banking sector are so deep that no single package - or even a sequence of them - is likely to provide a solution. The Ministry of Finance recently admitted that total problem loans were ¥77,000bn (\$500bn) - three times higher than previously admitted. But the government is nervous about forcing the weakest banks to merge or close, for fear of triggering a wave of bankruptcies and driving the economy even deeper into slump.

What Japan needs to do to revive its economy is a firm declaration by the prime minister that the next three years will be devoted to economic reconstruction, not fiscal consolidation, says Yoshio Suzuki, an opposition Liberal Democrat party MP and former chairman of Nomura Research Institute.

But Mr Hashimoto, who has been a strong advocate of fiscal consolidation, might have to resign if he took that course, especially just ahead of next month's upper house elections.

All the same, an emergency gathering this weekend in Tokyo of officials from Group of Seven countries as well as leading Asian governments will have one objective - to wring out of Japan a firm, credible commitment to clean up its banks and stimulate its economy.

"Japan has never been isolated like this before," says Mr Courtis. "It leads it to knuckle down to reform. China, as well as the US, will be able to claim credit."

It is not yet apparent, then, that the change of US policy this week marks a turning point for Asia: that depends on how the Japanese government reacts to it.

It does, however, mark another shift: the emergence of China as a force in global financial policy-making. With Japan unable or unwilling to punch its weight in the world, and Europe self-absorbed with monetary union, this could be a more significant shift for the world economy. Its durability depends, though, on China avoiding itself the type of financial crisis that is plaguing its neighbours.

### CORRECTION

#### US productivity

In our leader on June 11, "Greenspan's optimism", we quoted a figure of 0.2 per cent for US productivity growth in the first quarter. The figure was in fact revised upwards to 1.1 per cent.

## OBSERVER

### Perils of Pauline

The smack of firm discipline within the One Nation party gives a taste of what Australia could be in for if Pauline Hanson's rag-tag army of extremists ever get their hands on the levers of power. National director David Ettridge - described as the "brains" behind the party's anti-immigration, anti-Aboriginal and pro-protectionist stance - has been gagged after coming out with policy statements that even the party leader thinks are off-beam.

Earlier this week Ettridge came forward with a stirring suggestion for how the government could fund One Nation's scheme for a "people's bank" to provide ultra-low interest loans to farmers: the authorities could simply print more money.

The subsequent furor stoked speculation about deep rifts between Hanson and some of her lieutenants, until the leader decided to show who really wears the pants. Ettridge is banned from commenting on policy matters and restricted to making comments on administrative matters. Smacking the errant director with a sheet of papers, she declared: "David, don't do that again."

### Prime property

Jones Lang Wootton may not be in quite the same league as Wall Street warrior Goldman Sachs, but within the sheltered world of real

estate the 200-year-old partnership likes to think of itself as a cut above the rest.

The parallels don't end there: if London-based J.L.W. gets together with Chicago-based La Salle, its 300 or so partners stand to make paper fortunes. Maybe not quite as much as Goldman's golden brotherhood, but enough to keep them in spiky silk ties and Savile Row suits in perpetuity.

It's no surprise to learn that the majority of J.L.W.'s surveyors are salivating at the prospect, although, as at Goldman, there's reckoned to be a sizeable minority in favour of keeping the old-fashioned partnership. The big cheese round at Hanover Square - led by chief executive Chris Peacock, a pin-striped type who could sell granola to Elvis - are broadly in favour. They believe J.L.W. is already sharp enough to mix it with savvy state-siders like La Salle.

Mind you, a quick flick through Jones Lang Wootton's annual report shows that some things are going to have to change. The only hard financial fact in 60 glossy pages is a stab at total turnover, while partners' salaries remain a closed book. Partnership has its privileges.

### Full of beans

Has Ernesto Samper, Colombia's president, backed the wrong man in this weekend's elections to decide who will replace him? The podgy head of state, sullied by

allegations that his stint in the presidential palace came courtesy of donations from drug barons, has been quietly working up a sweat to ensure that his best chum Horacio Serpa wins Sunday's vote.

Samper's subtle campaigning has, say his critics, included the inauguration of infrastructure works and negotiating public sector wage increases - all with the aim of helping fellow leftist Serpa defeat Conservative rival Andres Pastrana in this Sunday's vote.

Yet Serpa, a former interior minister with a moustache of monumental proportions, doesn't appear at all grateful for the helping hand. "Commandante Serpa" as the left-winger is commonly known, started a national TV audience - and probably his old chum - by saying in a televised debate that his government would not hesitate to pack Samper off to the US on corruption charges if enough evidence was produced against him.

Pastrana, on the other hand, took the equally surprising line that the outgoing president must never be extradited. With enemies like that, who needs friends like Serpa?

### Live issue

It may be nearly 10 years since Ferdinand Marcos went to the great archipelago in the sky, but he's still making his presence felt. Two hundred demonstrators led by former president Corason Aquino paraded in front of the presidential palace yesterday in protest at

plans to give the former Philippines dictator a belated pomp-and-ceremony burial.

A funeral with full honours would be a victory for Marcos's widow, Imelda, who has displayed her husband's body in a refrigerated crypt since it was brought home from exile. She's been saying for years that he won't be laid to rest unless he gets a burial plot fitting for a former head of state and soldier. President-elect Joseph Estrada, who takes office on June 30, seems to agree; he's earmarked space in Manila's heroes' cemetery, even though the Philippine government is trying to retrieve billions of dollars spirited away during the Marcos years.

Aquino certainly isn't impressed by the decision. "He was not a hero so why should he be buried at the heroes' cemetery?" she told the protesters yesterday. And there's more to come; militant Roman Catholic priests and nuns have vowed to prostrate themselves in front of the cemetery gates to stop the Marcos funeral procession from passing.

### Sharp practice

An Irish street performer whose act consists of lying on broken glass and challenging spectators to plunge a knife into his chest has finally met his match. The 23-year-old dare-devil, whose name has not been released by Dutch police, is recovering in an Amsterdam hospital after being stabbed by an onlooker.

## Financial Times

### 50 years ago

New Currency For Germany Frankfurt, June 18. Currency reform for the three Western Zones of Germany will go into effect on Sunday, June 20. The Western sectors of Berlin are not for the time being included in the new monetary changeover. Actual conversion rate will be announced later, but a hint is given in the fact that devaluation of stamps and small change - up to one mark - is fixed at the rate of one-tenth of their old value. Every Western Zone German will receive 60 of the old currency to tide him over the interim period pending final conversion. The bank conversion rate will "drastically reduce" the total money in circulation. Current wage and salary incomes and prices remain unchanged.

Diamond Sales During the past two or three months it has been evident that diamond sales, both of gem and industrial stones, were appreciably exceeding expectations earlier in the year, when Wall Street looked none too happy. This impression is amply confirmed by the chairman of De Beers, who estimates that, for the first six months of 1948, the trade's turnover in both classes of stones will total something like \$22,000,000.

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# FINANCIAL TIMES COMPANIES & MARKETS

FRIDAY JUNE 19 1998 Week 25

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## INSIDE

**Richemont profits up 27% at \$633m**  
Richemont, the Swiss-based conglomerate controlled by South Africa's Rupert family, shrugged off worries about the health of its tobacco and luxury goods businesses by reporting a 27 per cent increase in 1997-98 profits to \$633m (\$633m). A 9.5 per cent rise in operating profits was held back by the strength of sterling. Page 24

**Mexico facing end-of-term curse**  
For a quarter of a century Mexico has suffered the *saxenito* curse - a financial meltdown at the end of each six-year presidential term. With elections looming in 2000, the good news is that President Ernesto Zedillo (left) is trying to break the curse. The bad news is that cracks are appearing two years ahead of schedule. The Asian crisis, and its knock-on effects in Russia and Japan, have soured investors towards Latin America. Page 42

**Logging halted in British Columbia**  
Pressure from Greenpeace has led to MacMillan Bloedel, the Canadian forest products group, ending clear-cut logging in British Columbia, Canada's westernmost province. For the past decade, environmentalists in the province have fought to stop logging in the last substantial region of temperate old-growth forest in the world. Page 32

**Norwegian groups in \$28bn alliance**  
Union Bank of Norway has announced an alliance with Glenside Group, Norway's second biggest insurer, to create a financial services group with assets of Nkr214bn (\$28bn). Page 25

**French exchange to undercut Liffe**  
Meffi, the French derivatives exchange, has added to the European attack on the London International Financial Futures Exchange by announcing that it will undercut Liffe's fees on two new UK government bond futures contracts. Page 30

**Tokyo sets pace in Asian rally**  
Asian equities staged another strong rally yesterday, with Tokyo setting the pace in the wake of Wednesday's joint US and Japanese intervention in support of the yen. Hong Kong also raced ahead as lower interbank rates and a round of short-covering added fuel to the rally. Page 42

**State Bank of India nets \$429m**  
State Bank of India, the country's largest bank, yesterday reported a 40 per cent increase in net profit to Rs16,51bn (\$429m) for the year to March 31, beating analysts' expectations. Page 27

**Moody's downgrades LTCB debt**  
Moody's, the US credit rating agency, is to downgrade the subordinated debt of Long-Term Credit Bank of Japan. The move was triggered by concerns about LTCB's weak capital base and its ability to absorb a credit squeeze. Page 27

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# PDFM gives ultimatum to UBS

Pension manager and bank in clash over autonomy

By Jane Martinson, Investment Correspondent

PDFM, the UK's third largest pension fund manager, has told Union Bank of Switzerland, its Swiss parent group, it would rather be sold than lose its autonomous status.

UBS last night acknowledged it was reviewing the role of PDFM as part of its merger preparations with Swiss Bank Corporation, although no decision had been taken. Gertrude Erlmann, a spokeswoman for UBS, said: "In the context of reviewing the whole activities of the bank we are also talking about PDFM."

PDFM's desire to leave its parent group comes after months of turmoil following last year's announcement of

the UBS-SBC merger, which will create a new bank to be called United Bank of Switzerland. The merger is due to be completed on June 29.

UBS first said PDFM would operate as an autonomous unit within the merged bank's global institutional asset management division led by Gary Brinson, the head of SBC's fund management business.

Other options available to the new UBS include fully integrating PDFM into the Brinson group.

However, PDFM is resisting such a move. Executives have made their views known in a series of memos to UBS. They would rather see PDFM sold

than fully integrated. While both sides have denied any culture clash there have been some muted disagreements about how to run the company. A person close to PDFM said last night: "Brinson is very centralised, very structured. Can you run a segregated pension fund business from Chicago?"

Although the final decision will be taken by the new board of directors of the new UBS, PDFM management were led to believe by recent statements that their views would be taken into account.

When speculation about PDFM's future surfaced last month UBS issued a release

which said: "No decision has been made by UBS which will affect the future status of PDFM as an autonomous business within the group. Moreover, no decision will be taken without the full co-operation or agreement of PDFM."

When UBS agreed to merge with SBC, most PDFM executives were not told until two days before the announcement. Fund management takeovers are usually made with the agreement of the target.

PDFM executives are understood to be considering the appointment of independent investment bankers to value the business in the event of a sale. There are expected to be

many large US and continental European groups interested in buying the company, which would offer a valuable link to the highly competitive UK institutional market.

A management buy-out is thought to be unlikely.

Using the takeover premium paid for Mercury Asset Management, the UK's largest pension fund manager, by Merrill Lynch, the US investment bank, PDFM, which has assets of \$82bn under management, could be sold for up to \$3bn. MAB was sold for 3 per cent of assets under management.

PDFM has underperformed its peer group for several years after it took a bearish view on global equity markets.

PDFM declined to comment last night.

# Saudi prince in talks to buy stake in Ferré

By Alice Rawsthorn in London

The Saudi billionaire, Prince Alwaleed bin Talal, is in talks to buy a 49 per cent stake in Gianfranco Ferré, one of Italy's best known fashion houses, for up to £250m (\$420m).

The news of the prince's interest in Ferré, which announced last year that it intended either to go public or sell a sizeable holding to an external investor, comes at a turbulent time for Italy's fashion designers.

Prada, one of the hottest Italian labels of the 1990s, appears poised to wage a battle for control of arch-rival Gucci after spending \$240m buying the latter's shares. Earlier this week Prada disclosed it had raised its Gucci stake from 5 per cent to 9.5 per cent.

Other Italian fashion houses, including Giorgio Armani and Gianni Versace, have been mulling plans for share issues, or to raise capital by bringing in investors. Valentino was sold earlier this year to H&P, the Italian industrial group which has reportedly also held discussions with Ferré. Armani is still reviewing its options. Versace plans to go public next spring, having delayed its original schedule for a year after the murder of its founder last summer.

The restructuring in the Italian fashion industry coincides with a slowdown in the global luxury goods market. After a buoyant period in the mid-1990s the world's fashion designers have been hit by a sharp decline in demand from Asia, until recently one of their fastest-growing markets.

However, the chief reason for the Italian restructuring is that the older generation of designers and their backers want to raise capital. Prince Alwaleed is negotiating to buy the shares in Ferré held by Franco Mattioli, the designer's business partner.

Mr Ferré, 53, founded his company with Mr Mattioli 20 years ago. It is now one of the world's largest fashion houses with estimated retail sales of \$700m last year.

Prince Alwaleed has become one of the world's most successful investors by buying stakes in high profile brands such as Citicorp, Apple Computer and Donna Karan, the New York fashion house.

# Disney links with Infoseek in internet venture

By Christopher Perkins in Los Angeles and Louise Kebab in San Francisco

Walt Disney yesterday extended its reach into online retailing and entertainment by joining forces with Infoseek, a leading search and directory company, to create an internet "portal" - a type of superstore that includes a wide range of content and services such as electronic shopping and search capabilities.

The move, which prompted a further surge in volatile internet company stocks, will reinforce Disney's internet strategy - the most aggressive among the traditional media groups - which already embraces some of the most popular consumer websites and Starwave, a leading site designer and constructor.

Share prices in companies operating portals have increased sharply in the past two weeks as expectations have risen of deals between traditional media companies and others seeking to shepherd the growing band of internet shoppers.

Their "gateway" facilities, which function as online traffic handling centres, are quickly becoming some of the most popular websites on the internet and as a result attract the lion's share of advertising revenues.

Yahoo!, Excite and Lycos stocks all rose sharply again yesterday on the news of Disney's deal, which followed news earlier this week that AT&T, the telecommunications group, had held talks about a combination with America Online, the world's largest online service, which is also regarded as an internet portal.

Other recent moves include an investment by the NBC television network's in Snap!, another internet portal operated by Cnet, the San Francisco internet media group.

NBC, which runs the MSNBC hybrid news service on the internet and television in a partnership with Microsoft, took a 19 per cent stake in Snap! - with the right to increase its holding to 60 per cent - as well as a smaller stake in the parent company for a total of about \$26m.

The new combination's collection of websites will include online ABC television news, Disney's shopping, film and video promotions, offshoots of Disney's top-rated ESPN TV sports network, and the official sites of the national football, basketball and NASCAR car racing associations.

The addition of Infoseek will add commerce and content agreements with the Borders bookshop chain, the Donaldson, Lufkin & Jenrette securities house, car retailers, parcels services, Bell Atlantic and Microsoft.

Under the terms of yesterday's deal, Disney bought a 43 per cent share in Infoseek, paying \$70m in cash plus its ownership holding in Starwave.

Disney said it would also buy warrants enabling it to achieve a majority position in Infoseek.

Infoseek's shares opened yesterday at \$42, up 22 per cent from Wednesday's close. However, the stock retreated in mid-session to trade at \$37 1/4 as details of the deal were revealed.

# Gates buys into UK hotel

Microsoft chief takes holding in historic house valued at £43m

By David Blackwell in London

Bill Gates, boss of US computer company Microsoft, yesterday bought a stake in Cliveden, the luxury hotel and country club run at one of the UK's finest houses.

Since 1666 Cliveden, in southern England, has been home to three dukes, Frederick Prince of Wales, and three generations of the Astor family. It is also home to the swimming pool where Christine Keeler met John F. Kennedy. The pair began an affair that rocked the Conservative government in the early 1960s.

John Tham, the hotelier married to actress Jenny Agutter, spotted the potential of the house as a luxury hotel in 1986. The National Trust, which was given the house by the Astors in 1942, agreed a lease that still has 90 years to run - thought to be the only one of its kind on one of its top properties. Mr Tham floated the company at 73p a share in 1986, but the small group did not catch the imagination of investors.

Yesterday the board recommended acceptance of an offer at 96p a share from Destination Europe, a US company formed to make the deal.

Bill Gates holds 10 per cent of Destination Europe through Cascade, his personal investment vehicle. The other investors are Lowe Enterprises with



Liquid asset: Cliveden was built by the Duke of Buckingham in 1666, on a cliff overlooking the River Thames

25 per cent and LP Strategic Realty Investors.

The deal, which values Cliveden at £43.8m (\$70m), marks another incursion by US property interests into the UK hotel sector. But Brian Prim of Lowe Enterprises stressed that Destination Europe is not a real estate

investment trust. Lowe, which has 24 luxury hotels across the US, was making its first move outside the US. "We could not have found a company with more of the right characteristics," said Mr Prim, pointing to the high-quality, independent operation and well-regarded management.

The price paid, which represents about £465,000 a room, was a premium of 19.5 per cent to the market on May 1 when Cliveden said it was in talks. However, it represents a discount to net asset value per share of 112p.

Mr Tham will stay on as managing director.

# Russia launches 30-year issue to raise \$2.5bn

By Vincent Boland in London

Russia stormed into the international capital markets yesterday for the second time this month, launching its biggest and longest-dated bond as it sought to signal its financial crisis was over.

The \$2.5bn, 30-year bond - two weeks after a \$1.25bn bond issued in the teeth of the ruble crisis - was raised from an initial \$1.5bn after what its arrangers said was "heavy US interest and very big buying from European investors".

A banker at Deutsche Bank, which jointly led the issue with J.P. Morgan, said the transaction was "multiply oversubscribed". Analysts said it showed Russia was returning to favour among investors after a period of turbulence. The issue would give officials in Moscow a boost for negotiations next week with the International Monetary Fund on a \$10bn loan agreement.

Russia had been expected to return to the market soon after the \$1.25bn bond on June 3 - launched at almost double what Russia had to pay for its previous issues. The bond was priced at 25 basis points above the bid price late yesterday of Russia's existing 2007 bond, the equivalent of 753 basis points over 10-year US Treasury bonds.

Some syndicate officials said there was "massive" switching out of the 2007 bond, which sent its spread over US Treasuries jumping from about 680 basis points early yesterday to 726 basis points when the new bond was priced. "It is questionable how much new money is involved here," one syndicate banker said. "It is an expensive transaction; more expensive than it need have been."

Foreign borrowing is still cheaper for the Russian government than borrowing on its own bond market, where yields are about 60 per cent. However, those yields fell sharply yesterday after the bond's launch was confirmed. On Wednesday the finance ministry cancelled two auctions of Treasury bills because investors would not pay the prices it was seeking.

The launch of the bond yesterday appeared to restore market confidence. At one point, yields on Treasury bills fell 12 percentage points before rising slightly. Russian share prices fell, however, closing 2.6 per cent lower after a gain of up to 5 per cent in morning trading. "This bond is a strong signal in terms of access to the voluntary capital markets at a time when Russia's domestic capital market is still quite difficult," a banker at J.P. Morgan said. Technically, the bond is for 10 years because investors have the opportunity to redeem it at that time.

Market observers said yesterday was opportune for Russia to come back to the markets. It followed the appointment on Wednesday of Anatoly Chubais - highly regarded by foreign investors - to lead negotiations with the IMF, and the easing of Russia's foreign exchange crisis.

Markets observers said yesterday was opportune for Russia to come back to the markets. It followed the appointment on Wednesday of Anatoly Chubais - highly regarded by foreign investors - to lead negotiations with the IMF, and the easing of Russia's foreign exchange crisis.

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## COMPANIES &amp; FINANCE: EUROPE

SWISS CONGLOMERATE TOBACCO PROFITS EDGE AHEAD AS EARNINGS FROM LUXURY GOODS SLIP

## Richemont posts 27% advance for year

By William Hall in Zurich

Richemont, the Switzerland-based conglomerate controlled by South Africa's Rupert family, struggled off to a 27 per cent increase in 1997-98 net profits to \$236m (\$640m).

The 9.5 per cent rise in operating profits, to \$104m, was held back by the strength of sterling, which

reduced profits by \$132.2m. However, a \$24m reduction in the losses at its pay-TV operation, which has been merged into Canal Plus, Europe's largest pay-TV operator, helped offset the impact of marginally lower operating profits of \$240.6m in the luxury goods sector. Tobacco profits were marginally higher at \$220.9m.

Richemont indicated that, allowing for the strength of sterling, the underlying performance of the two businesses was much stronger.

Sales of \$4.65bn were 10.8 per cent higher at constant exchange rates, and the operating profit of the tobacco operations grew 15.9 per cent after adjusting for currency factors.

Vendôme, the group's luxury goods business which reports in Swiss francs, increased operating profits by 15.2 per cent to Sfr577.5m (\$387m). Richemont increased its dividend by 22.3 per cent to \$11.50, which was marginally less than the 27.4 per cent increase in

earnings per share to \$67.22. Johann Rupert, chief executive, said that in spite of the problems in Asia, Richemont's luxury goods business, whose brands include Cartier watches and Montblanc pens, had held up well.

Sales of "hard" luxury goods had done particularly well, while "soft" goods, such as leather products had been more affected. Dunhill had had a "bad" year but Richemont, which paid \$1bn to buy out the minority shareholder in Vendôme ear-

lier this year, has taken steps to strengthen Dunhill's management.

Richemont, which celebrates its 10th anniversary this year, has lifted its earnings in sterling terms at a compound rate of 18 per cent a year since the company was formed, said Mr Rupert. The group's shares rose Sfr55 to Sfr197.975 yesterday.

Richemont owns 67 per cent of Rothmans International, the fourth largest international tobacco company, which employs 20,000

people in 38 factories. The remaining shares are owned by Rembrandt, the other quoted arm of South Africa's Anlon Rupert family.

In spite of the litigation clouds overhanging the industry, Mr Rupert retains his faith in tobacco's cash-generating potential.

Rothmans sales volume increased 3 per cent last year. In France cigarette volume rose 40 per cent. But volumes declined in several established markets, notably South Africa and Germany.

## PolyGram bid hit by delay

By Alice Rawsthorn

Seagram's efforts to clinch a provisional agreement with Philips for its \$10.5bn bid to win control of PolyGram, the world's largest music group, have been delayed because of the need for additional due diligence.

Teams of advisers for Seagram and Philips have been working flat out on both sides of the Atlantic to conclude the agreement - which is required by law in the Netherlands, where Philips and PolyGram are based - since they signed a letter of intent four weeks ago.

A draft press release announcing the accord and the proposed appointment of Doug Morris, chairman of Seagram's Universal Music subsidiary, as head of its enlarged music operation, was drawn up in Seagram's New York headquarters on Tuesday last week.

Seagram, advised by Morgan Stanley and Phillips, represented by Goldman

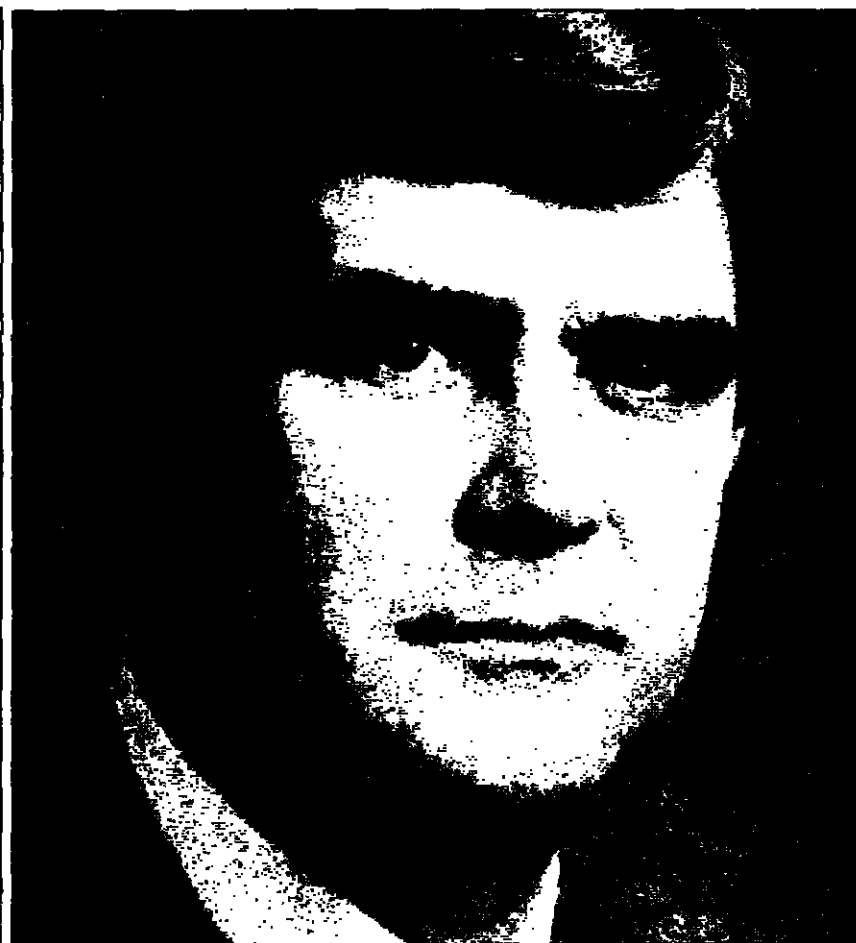
Sachs, expected to sign the provisional agreement at the end of last week.

A series of obstacles has prevented completion. There is, as yet, no indication from either camp that these problems are insuperable, but it is understood that additional due diligence is required.

If all goes well, the deal could be finalised today. Otherwise, Seagram and Philips will work through the weekend in the hope of signing early next week.

The delay in clinching the PolyGram deal follows the news that Seagram may consider a private sale of its Tropicana fruit juice business, rather than risk staging an initial public offering in the volatile stock market.

Shares in Seagram, which originally hoped to raise up to \$4bn from the Tropicana issue, fell 9% to \$41½ in New York yesterday, close to the \$41 to which it soared on the day it announced the PolyGram acquisition.



## Alcatel seat for Fiat chief

By Robert Graham in Paris

Paolo Cantarella (left), vice-president and chief executive of Fiat, the Turin-based automotive group, was yesterday made a new board member of Alcatel Alsthom, the French telecommunications and engineering group.

This is Mr Cantarella's highest profile board membership outside Fiat. The move comes two years after Alcatel sold its 2 per cent stake in Fiat, but the two groups have retained close links.

The appointment was endorsed yesterday by Alcatel Alsthom shareholders at their annual meeting. The meeting proposed payment of a cash dividend of FF11.5 a share, up from FF10, after registering net income in 1997 of FF4.7bn (\$783m).

Shareholders also approved a change in the company's legal name, simplifying it to Alcatel - effective from September.

FRANCE POOR HEDGING AGAINST US DOLLAR HITS DRINKS GROUP

## Rémy blames FF621m loss on bad management

By Andrew Jack in Paris

Poor currency hedging against the strengthening US dollar and the crisis in Asia helped drug Rémy Cointreau, the French drinks group, into annual losses of FF621m (\$103.5m), compared with a FF36m profit the year before.

For the year to March 31, the wine, spirits, champagne and cognac business reported a loss of FF538m, compared with FF461m in the previous 12 months. That included FF121m on currency losses.

Separately, it reported exceptional losses of FF62m, compared with FF10m last time, including FF33m written off in dollar options, as well as FF11m for a restructuring of its production and distribution activities completed last month.

The group's results were

in line with a profits warning announced at the start of this year, and were a result of what the group described as "bad management" which had led to the departure of some of the employees in its treasury division during 1997.

Rémy Cointreau said it was confident that its restructuring programme, the sale of non-core activities and continued sales increases, would result in a positive cash flow and operating profit in 1998-99.

The Asian crisis reduced the sales of cognac by 9.3 per cent to FF2.1bn during the 1997-98 year, while all the group's other products reported increases. Total sales were up 5.8 per cent to FF7.6bn.

Sales of its landmark Cointreau liqueur rose 9 per cent, and Piper-Heidsieck and Krug champagnes saw double-digit growth.

Sales of the Famous Grouse and Macallan scotch whiskies through Rémy Associés, its distribution subsidiary, had grown faster than the market.

The group said it was close to announcing the first of several distribution joint ventures and that last minute delays had prevented it unveiling the first contract in Europe yesterday.

It said the partners were likely to take stakes in Rémy Associés but said they would not invest in the quoted parent company, which is 70 per cent controlled by family shareholders.

The sale of non-strategic assets should reduce its debt and add more than FF1bn in cash.

The sale onto the French second market of 20 per cent of its Tonnelierie Seguin Moreau division on Wednesday gave it a further FF160m.

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Further cautionary announcement  
concerning proposed Driefontein joint venture

Further to the cautionary announcement dated 15 May 1998, shareholders are advised that negotiations between the parties concerning the proposed Driefontein joint venture are continuing. Shareholders are advised to continue to exercise caution in dealing in their shares. A further announcement will be made in due course.

Johannesburg  
19 June 1998

Financial adviser to Gold Fields

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("SCMB")

Legal adviser to Anglogold and AAC

**WBB**  
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(Registration number 05/04181/06)  
("WBB")

Legal adviser to Anglogold and AAC

**WBB**  
(Incorporated in the Republic of South Africa)  
(Registration number 05/04181/06)  
("WBB")

## Bosch predicts big sales rise

By Naji Shomman in Germany

Robert Bosch, the world's biggest independent car parts group, expects to lift sales of its innovative Electronic Stability Programme (ESP) for avoiding car crashes by a factor of 10 this year.

ESP gained famed last October after Mercedes-Benz decided to fit the anti-skid system as standard equipment to improve the stability of its new A Class small car.

Robert Oswald, a board member, said the company expected to increase sales of ESP equipment from 40,000 to 50,000 units in 1998. "Within a few years, sales will be in the range of millions of units a year from Bosch alone," he predicted.

The rise in interest, which stems from the much publicised tendency of the unmodified A Class to overturn in certain extreme manoeuvres, has led volume car makers to offer ESP technology much sooner than expected. According to Bosch's original plans, installation would be restricted largely to luxury models, with demand only gradually trickling down to the volume sector, as happened with anti-lock brakes 10 years ago.

"The market is developing much faster than we earlier expected. The decision by Mercedes-Benz accelerated that sharply. We have reassessed our market growth forecasts, and now expect a much faster expansion."

Mr Oswald said Bosch, which installed the first ESP system in 1995, was now working on new generations which would be simpler and cheaper to manufacture. He argued Bosch would be able to retain its lead, despite the fact that other manufacturers of electronic braking technology were moving into ESP.

Mr Oswald said Bosch also planned to expand in the market for brakes in the heavy commercial vehicles sector. Talks had reached an advanced stage to join the international joint venture between Knorr-Bremse, the privately owned German brake specialist, and Allied Signal of the US, he said.

While Knorr and Allied Signal had a strong presence in hydraulic braking systems for trucks, Bosch has specialised in electronic technology. Mr Oswald would not predict when the talks would be finalised, but said Bosch would contribute assets and technology as its entry ticket into the joint venture.

## NEWS DIGEST

## BIOTECHNOLOGY

## Pharming seeks up to FI 120m via Easdaq

Pharming, the Dutch biotechnology company known for cloning animals and equipping them with human genes, is to raise FI 100m-FI 120m (\$50m-\$60m) through a share flotation on the Brussels-based Easdaq electronic exchange. Mess-Pierson, the Amsterdam merchant bank, is leading an issue of 4.1m new shares to be offered in Belgium and the Netherlands and through a private placing with US institutions.

The nine-year-old company expects in the future to list on the Amsterdam stock exchange, where rules have not yet been relaxed to allow a main board quotation for groups lacking a profit record. Pharming made a net loss of FI 6.2m last year, on revenues of FI 5.8m.

Its income has depended on patents and research grants, but by the end of next year it intends to market its first medical treatment.

The Leiden-based company is to use the proceeds for the development of its pharmaceutical products as well as building production facilities. The new issue represents some 35 per cent of its expanded ordinary capital. Trading is due to begin on July 2. Gordon Cramb, Amsterdam

## BANKING

## Goldman buys Hapoalim stake

Goldman Sachs, the US investment bank, yesterday paid \$130m for a 3.6 per cent stake in Bank Hapoalim, Israel's largest, stepping up its presence in the local market. The Arison Group, the consortium that bought 43 per cent of Hapoalim's shares from the government last year, sold Goldman Sachs half the stake. The remainder was sold by the government. Each of the sales was part of a "tag along" clause in the agreement when the government sold Hapoalim to Arison. Judy Dempsey, Jerusalem

## COPPER

## German group in DM700m issue

Norddeutsche Affinerie, a German company which is one of the world's leading copper producers, plans a share issue which analysts estimated could raise about DM700m (\$391m). The shares will be offered to the public in Germany as well as through a private placement abroad.

The bookbuilding price range for the 22.4m shares - representing 70 per cent of the share capital - will be decided next Tuesday. Analysts said this was expected to be between DM25 and DM30. A further 3.2m shares will be available as a green shoe in case of over-subscription. The shares will come from the current shareholders, including Degussa, the German industrial company, with 30 per cent, Inmet Mining of Canada with 35 per cent, and MIM Holdings of Australia, also with 35 per cent. These companies will hold stakes of a maximum of 10 per cent each after the issue.

Norddeutsche Affinerie, which has annual sales of DM2.7bn and last year earned net income of DM61m, produces about 500,000 tonnes of copper a year. Deutsche Bank will act as global co-ordinator for the share issue, which is being handled by a consortium of German, Dutch and Swiss banks. The subscription period will run to July 3. Andrew Fisher, Frankfurt

## NORWAY

## Norsk Hydro sells Saga shares

Norsk Hydro, Norway's largest industrial group, yesterday sold a 10.7 per cent stake in Saga Petroleum for Nkr1.84bn (\$242.5m). The group said proceeds from the share sale, placed with Norwegian brokers Elcon Securities, would support its annual investment programme of Nkr12bn.

Norsk Hydro sold 14.4m shares at Nkr127.50 a share. The disposal leaves Statoil, Norway state-owned oil group, as Saga's largest shareholder with 15.1 per cent of the share capital. Tim Burt, Stockholm

## SWEDEN

## Volvo cuts Eslöv jobs

Volvo, the Swedish automotive group, said yesterday it was cutting more than 20 per cent of the workforce at its Eslöv excavator plant in southern Sweden. The move follows its decision to shift responsibility for the excavator business to South Korea, where it is acquiring the construction equipment arm of Samsung Heavy Industries for \$672m. Volvo said it would lay off 165 of the 750 workers at the Eslöv plant. "Another reason for the cutback is that the profitability of Volvo Excavators is unsatisfactory and that competition in the industry has increased in recent years," the company said. Tim Burt

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## Opel chairman makes the move to Moscow

David Herman's favourable comments on former Soviet Union can now be seen in a different light, writes **Graham Bowley**

Last month, two weeks before he was moved on, David Herman, chairman of Opel, the German subsidiary of General Motors, claimed no knowledge of his fate. However, his thoughts were already straying from Germany.

"Because of the Asian crisis an interesting thing is about to happen. The whole world is about to reorientate itself towards the former Soviet Union," he had said. Within a fortnight it became clear that the man who had steered GM's international operations through some of its most troubled times - including the acrimonious court battle over Jose Ignacio Lopez, the GM executive who went to work for VW - was about to be moved.

After more than six years at the Opel helm, the 52-year-old New Yorker was transferred to Moscow to oversee GM's expansion in the former Soviet Union. GM immediately proposed Gary Cowger, who had been head of the group's Brazilian operations, as his successor.

In spite of his claim that no change was afoot, it seemed inevitable that Mr Herman would be moved. For months rumours had swirled around Opel's Rüsselsheim headquarters about an impending change of dynasty. There was friction between Mr Herman and GM's top brass in Zurich and Detroit about declining profits. Opel lost DM228m (\$127m) last year and lost

ground to arch rival Volkswagen in western Europe. Its western European market share, including the UK, slipped from 12.6 per cent in 1993 to 11.7 per cent last year, according to Standard & Poor's DRI.

In his final address as chairman, Mr Herman yesterday cautiously forecast a return to profit this year.

However, he warned that Opel's return to the black would depend on how quickly the Astra, one of GM's most important models, could be brought into full production.

There has for some time been doubts about the quality of Opel cars, about delays in new models and about the company's role as the linchpin for GM's expansion outside the US. The launch of the Astra was delayed and as a result the new VW Golf beat it to the market.

Louis Hughes, president of GM's International Operations, was said to have clashed with Mr Herman. Mr Cowger, who had moved from Brazil to be GM's production manager in Europe, was lined up as the possible successor. Only Opel's supervisory board, which was unsettled by Mr Cowger's reputation for ruthless cost-cutting, appeared to be delaying the inevitable.

One of the biggest criticisms of Mr Herman was that he had been distracted by GM's long-running battle with Volkswagen over alleged industrial espionage involving Mr Lopez. The

row, settled last year, blew up after Mr Herman arrived in Rüsselsheim from Sweden, where he had headed GM's Saab subsidiary.

Mr Herman appears affronted by these charges. The new Astra, he says, is one of the two most important achievements of his time at Opel. He insists its quality did not suffer because of the Lopez affair.

"You have to play with the cards you are dealt. My misfortune was that I came here just as this scandal was beginning to unfold," he says. "My ethics and my sense of justice meant that I had to defend my company. But I cannot say my other work suffered because I had to deal with the public aspects."

However, the Opel chief conceded the company fell behind by not offering customers enough new car models. He has tried to put that right with the Astra, which marked the start of "the most extensive product offering in the history of the company". In an attempt to match VW's own impressive product offering, this offering includes 26 new models over the next five years.

His second big achievement was the controversial labour agreement finally struck with the Opel workforce in January. The agreement hammered out with the powerful German unions will curb wages and cut around 4,000 jobs in return



David Herman's remarks swirled around Opel's Rüsselsheim headquarters about change

for investment of at least DM600m to make the Rüsselsheim plant one of the most modern and efficient in Europe. This, in spite of Opel's short-term difficulties, demonstrates GM's long-term commitment to Germany, Mr Herman says.

"It is expensive to produce in Germany. But we are going to do it," he says. "We will be the most competitive manufacturer in Germany. That is our objective."

For Mr Herman, it is important to leave a legacy in Germany. He has been keenly involved in public debate about tackling the country's problems, such as high costs and inflexible working practices. He has been a stout defender of Standort Deutschland - Germany as a manufacturing location.

"I have tried hard to do that [engage himself in Germany]. My wife is German. That is our objective."

My children speak better German than I do. The German government looks on me as a partner," he says. He is well qualified for his next job in Russia - his parents were Belorussian and he took Russian studies at Harvard.

But the former Soviet Union might well prove a tougher challenge than Germany. Additional reporting by Andrew Fisher.

VEHICLES LIGHT CAR TO BE USED AS BASE

## Mercedes unveils plan for 'city van'

By Hagl Simonian, Motor Industry Correspondent

Mercedes-Benz, the vehicles subsidiary of Germany's Daimler-Benz group, yesterday confirmed industry speculation it would move into the market for light car-derived vans by developing a new "city van".

The vehicle is expected to be based on the innovative small A Class passenger car launched last October.

Mercedes-Benz said it expected to sell 40,000-50,000 city vans weighing less than 2 tonnes, a year. It expects sales of such products, widely used for inner-city deliveries and by small traders, to reach 500,000 units a year after 2000. About 410,000 such vehicles were sold in Europe last year.

The new van is likely to be built at Ludwigsfelde, a former east German commercial vehicles plant taken over by Mercedes-Benz after reunification. Many observers expected the van would be made alongside the A Class at the heavily modernised Rastatt plant in southern Germany.

However, Rastatt, which has the capacity to build 200,000 A Class cars a year, will be stretched to meet expected demand for the passenger variant. The company may also have been anxious not to damage the A Class's up-market image by building a van on the same site.

Moreover, Ludwigsfelde, which currently builds the Vario heavy van range, will need a new product once the vehicle reaches the end of its product life. Mercedes-Benz is expected to meet demand for high payload vans such as the Vario through a heavier derivative of its medium-weight Sprinter van and a lighter variant of its new Atego truck range.

However, the company also raised the possibility that the new city van might be built in Poland, where it already assembles vans and trucks.

Although Mercedes-Benz is unlikely to locate production in Poland, in spite of the country's low manufacturing costs, the threat of a second location could be used to secure concessions from the Ludwigsfelde workforce.

Maintaining two options might also enable the company to play off inward investment agencies in Poland and in Ludwigsfelde's home state of Brandenburg.

Rolf Bartke, the head of Mercedes-Benz's European vans unit, said: "We are in the middle of the decision-making phase and are involved in intensive negotiations with all those involved, including employee representatives as well as politicians. We intend to make a decision as to the final location within the course of the year."

## UBN signs far-reaching alliance with Gjensidige

By Tim Burt in Stockholm

Union Bank of Norway, the country's largest savings bank, yesterday announced a far-reaching alliance with Gjensidige Group, Norway's second biggest insurer, to create a financial services group with combined assets of Nkr21.4bn (\$3.8bn).

The deal, which falls short of a merger, follows six weeks of talks between the two institutions and could trigger further consolidation in the Norwegian banking and insurance sector, which has been slower than its Scandinavian neighbours to restructure.

In recent weeks, Fokus Bank, one of the country's leading lenders, has signalled that it might be interested in a link-up with UBN and Gjensidige, and Christiania Bank has courted Storebrand, although the insurance group has so far rebuffed it.

Current financial services regulations in Norway prevent a full-scale merger of UBN and Gjensidige, but the

two yesterday said they had agreed a formula to create an integrated financial services group - albeit with a separate capital structure.

"It will be one of Norway's leading market participants in both insurance and bank markets, while also having strong market positions in all other significant financial services segments," said Kjell O. Kran, president of UBN and chief executive-designate of the enlarged group.

In a joint statement with Sverre Hoegh Krohn, chief executive of Gjensidige, Mr Kran predicted that the new group would realise synergy savings of Nkr200m in the first two years.

"We have identified opportunities for cost savings measures in a number of areas," he said.

The enlarged group, to be called Gjensidige NOR, will have 404 branches across Norway, 8,000 employees and more than 2.1m customers.

In addition to a retail banking and insurance link-up, the alliance will create an enlarged mutual funds business and a stock-brokerage operation combining Karl Johan Funds and Elcon Securities, the broking arms of UBN and Gjensidige respectively.

UBN has agreed to an asset swap in which it will acquire Gjensidige's banking operations for Nkr2.17bn, while the insurer will pay Nkr585m for the bank's insurance arm - known as NOR Forsikring.

The bank is funding the acquisition through a Nkr2bn private placement, which is likely to take place in the second half of this year.

Advisers acting for UBN said the government was expected to approve the transaction, even though it has signalled its readiness to block deals - notably the attempted takeover of Bolig-og Naeringsbank by Den norske Bank - which threatened a "concentration" of the financial services industry in Oslo.

Merrill Lynch advised UBN; Morgan Stanley Dean Witter acted for Gjensidige.



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Tax I.D. No. 00471850016

### ORDINARY STOCKHOLDERS' MEETING OF JUNE 16, 1998

The Ordinary Stockholders' Meeting, convened on the second call, met in Turin on June 16, 1998, under the chairmanship of Giovanni Rossignolo.

The Meeting approved the report on operations submitted by the Board of Directors together with the financial statements at December 31, 1997, as certified by the independent auditors Arthur Andersen S.p.A. The statement of income shows net income of 2,510,665,434,439 lire, from which, after allocating 115,634,271,722 lire to the statutory reserve, the following dividends will be distributed:

- 180 lire (10%) on each of the ordinary shares, all with a par value of 1,000 lire each;  
- 210 lire (21%) on each of the savings shares, all with a par value of 1,000 lire.  
The balance of 741,790,932,577 lire was allocated to the reserve for accelerated depreciation.

The Stockholders' Meeting also approved the consolidated financial statements of the Telecom Italia Group at December 31, 1997.

The Stockholders' Meeting then filled the vacancies on the Board of Directors with the appointment of Messrs. Giovanni Rossignolo, who shall also serve as Chairman, Alessandro Covi, who had been designated by the Minister of Communications, Luca Paveri Fontana, Cristiano Antonelli and Piergiorgio Marchetti.

The Stockholders' Meeting also determined the new fees payable to the Directors and Statutory Auditors, as well as those payable to each Director who serves on the Strategy Committee and the Audit and Corporate Governance Committee.

Lastly, the Stockholders' Meeting approved the assumption by Telecom Italia S.p.A. of any charges, for administrative fiscal sanctions which may arise from violations committed by Directors, employees or other representatives of the Company in the performance of their duties.

### DIVIDEND PAYMENT FOR FISCAL 1997

In accordance with the resolutions approved by the Stockholders' Meeting, the dividend for the 1997 fiscal year, in the amount indicated above, before tax withholdings, will be payable as of June 22, 1998 at the corporate offices at 4 Via A. Meucci, Turin (in lieu of the Company's Registered Office, which is temporarily closed for renovation), at the Rome corporate offices at 188 Via Flaminia and 218 Via Isorzo, at the usual authorized banks and at Monte Titoli S.p.A. for the securities which it manages, against presentation of Coupon No. 1.

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\* Audited performance gross of fees of our portfolio composite Europe Equities against the MSCI GNP weighted ex-France benchmark in French Francs. Past performance is not a guide to future performance. Investments may fluctuate in value and investors may not get back the whole amount initially invested. Changes in rate of exchange between currencies may cause the value of investments to diminish or to increase.

## COMPANIES &amp; FINANCE: THE AMERICAS

PETROCHEMICALS ATLANTIC RICHFIELD CONSIDERS \$5.6bn OFFER FROM LYONDELL

## Arco Chemicals under offer

By Christopher Parkes  
in Los Angeles

Atlantic Richfield's plan to sell its 82 per cent stake in Arco Chemical outright is back on track less than a month after the group said it had elected for a public offering to raise cash.

The Los Angeles-based group's board met yesterday to consider a tender offer, worth \$5.6bn according to press reports, from Lyondell Petrochemical, a mid-sized commodity chemicals maker based in Houston.

For Lyondell, which has annual sales of about \$2.5bn, a successful bid for Arco's \$4bn-a-year chemicals operations would mark one of the biggest steps in its series of deals to buy up

basic chemicals assets.

Last year the company joined forces with Millennium Chemicals to form Equistar, which in March agreed to buy the unwanted chemicals operations of Occidental Petroleum.

For Arco, as with Occidental, the disposal highlights the oil majors' sharpened focus on core operations and efforts to maximise profitability at a time when oil and gas prices are relatively stable and world demand is growing only modestly.

Arco, for example, recently sold its coal business and agreed to pay \$2.6bn for Union Texas Petroleum, a mid-sized oil concern.

The proposed sale to Lyondell marks a return to the path preferred by Arco,

which recently announced plans for a secondary public offering of part of its stake in Arco Chemical to raise cash for the Union Texas acquisition.

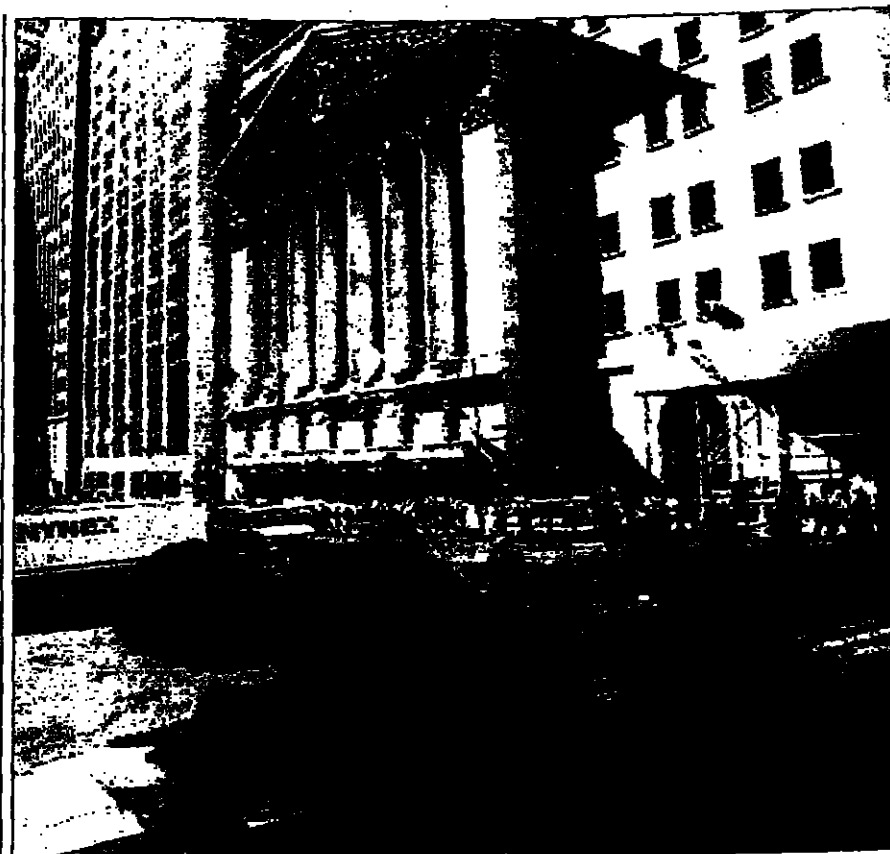
A public offering was chosen, the company said, because although it had been approached by companies wanting to buy the whole stake, none had been ready to pay a high enough price and Arco's "strong preference" for cash over stock deterred them.

The company had expected that plan, which could be resurrected if the Lyondell offer is rejected, to raise \$4bn in cash, remove about \$1bn in debt from its balance sheet, and reinforce its ability to shop for more oil and gas assets.

Lyondell is a former subsidiary of Arco, which sold its remaining stake last year after an initial public offering of a majority of the shares almost 10 years ago.

The company's current line of products includes ethylene and propylene which are raw materials for a wide range of consumer and industrial products. Arco Chemical would extend its range by giving it capacity and expertise in the manufacture of propylene oxide.

Arco is one of the world's leading makers of this product which is used as a basic building block in the manufacture of solvents, paints and coolants. The company also makes methyl tertiary butyl ether, a key motor fuel additive in clean-burn fuels.



Favourable market conditions on Wall Street lifted Lehman Brothers and Morgan Stanley Dean Witter

## Investment banks post record second quarter

By Tracy Corrigan  
in New York

Wall Street looks set to produce another round of bumper profits, after two more US investment banks yesterday reported record earnings for the second quarter.

Favourable market conditions helped lift earnings at Lehman Brothers and Morgan Stanley Dean Witter, which both came in well ahead of analysts' estimates, suggesting that the market may have underestimated the positive impact of heavy securities volume and merger activity on profitability.

Goldman Sachs reported record earnings on Monday. Lehman reported a dramatic 168 per cent jump in net income to \$394m in the second quarter, on revenues of \$1.47bn, easily beating its previous record of \$197m in the third quarter of 1997.

Return on equity, a key measure of profitability in the industry, rose to nearly 30 per cent, Lehman's highest ever, up from 12.8 per cent a year ago. (This is calculated before the

payment of a special dividend to American Express and Nippon Life, which is payable when Lehman's net income for the full year exceeds \$400m).

The recovery of Lehman's return on equity, which had been well below average for several years, is likely to be viewed as the latest sign of a return to form for the investment bank. It was now "at or above our peers", said John Cecil, chief administrative officer. He said that the improved performance was a result of the firm's strategy, implemented in 1994, of growing high-margin businesses while maintaining strict cost controls.

Compensation and benefits remained at 50.7 per cent of net revenues. Mr Cecil said that the firm planned to expand its European business, which has had a record year so far. He said the firm will be adding to the 2,000 staff currently employed in Europe in a number of areas, including high-yield finance.

Morgan Stanley reported net income of \$854m, up 45 per cent from the previous year, on revenues of \$4.6bn. Return on equity in the quarter was 25 per cent. While the securities business

had been particularly strong, Bob Scott, finance director, said the firm was "gratified by the balance" of earnings from securities, asset management and credit services.

The securities business posted net income of \$530m, up 70 per cent, while asset management made \$157m, up 5 per cent. Credit and transaction services reported net income of \$167m, up 29 per cent, primarily reflecting the sale of a credit card portfolio.

Morgan Stanley's online brokerage, Discover Brokerage Direct, continued to grow its account base and transaction volume, but is not yet profitable.

Morgan Stanley recently created a new unit, Morgan Stanley Dean Witter Direct Business, it appointed Tom Schneider, formerly finance director at Dean Witter, to oversee the company's push into online activities, initially in securities through Discover Brokerage Direct, but this "will likely expand to include banking and insurance", according to an internal memo.

Eric Roach, currently president of DBD, will join the direct business group and relocate to New York.

## Amdocs plans IPO 'to raise \$270m'

By Avi Machlis in Jerusalem

Amdocs, the Israeli manufacturer of information systems for telecommunications providers, was last night preparing to price an initial public offering of 9 per cent of its shares in an issue expected to raise about \$270m. If successful, analysts said it would be the biggest IPO of an Israeli company on Wall Street. The shares will be listed on the New York Stock Exchange.

According to the prospectus, 18m shares are expected to be priced at \$14-\$16 each. Some 30 per cent of the total will be offered outside the US. At mid-range, the entire company would be valued at nearly \$2bn.

Underwriters for the issue are Goldman Sachs, Morgan Stanley Dean Witter, BancAmerica Robertson Stephens, BT Alex Brown and Lehman Brothers.

Amdocs plans to use the proceeds to repay heavy debts. Financing costs have kept the company's profits down. In addition, the company recorded a shareholders' deficit of \$291m on March 31 1998, after recently paying shareholders \$478m in dividends. It had revenues of \$290m and a net loss of \$12.3m - after one-off charges of \$54m - in the year ended September 30.

Analysts say Amdocs is well poised to profit from the expected expansion of telecommunications providers across the globe. It has established itself as a leader in its field with products such as billing systems for cellular operators.

Welsh Carson Anderson & Stowe, a private investment company from New York, is the principal shareholder and will hold 29 per cent after the offering. SBC International of the US and Amdocs International, a private company controlled by founder Morris Kahan, will each hold 23 per cent after the offering.

Amdocs employs some 2,500 high-tech specialists, including 1,800 in Israel. The company has a marketing headquarters in St. Louis, Missouri, and is registered in Guernsey, Channel Islands.

## Cross-border ties urged on banks

By George Graham,  
Banking Editor

Medium-sized banks will have to follow the example of the airline industry by forming cross-border alliances, according to a senior Canadian banker.

Peter Godsoe, chairman and chief executive of Bank of Nova Scotia, said that a bank of this size "can't be all things to all people" and must ally with others to provide a full range of services.

"I think the airline industry is teaching us that code exchanges can be extremely good for your shareholders and your customers," he said.

Scotia is the odd one out among Canada's five principal banks following Royal

Bank of Canada's agreement to merge with Bank of Montreal and Canadian Imperial Bank of Commerce's merger with Toronto-Dominion Bank.

Mr Godsoe argues that the Canadian government, which is considering both mergers should not allow them to proceed.

"It would not be allowed in the UK and it would not be allowed in the US. We have pushed the public policy envelope to the very limit," he said.

But ground-breaking deals such as the merger between Daimler-Benz of Germany and Chrysler of the US showed that cross-border mergers, until now considered virtually unthinkable in retail and commercial bank-

ing, could soon be a possibility. "It broke the way a lot of people thought. Nobody would have let Chrysler merge with GM or Ford - even if the government allowed it, the unions wouldn't."

Mr Godsoe said it was questionable whether there was any point in allowing dominant groups to merge in the home market with the theoretical aim of enabling them to compete internationally.

"Frankly, even the merged Canadian banks are not going to be the megabanks of the future. If we Canadians put all our banks, all our insurance companies and all our securities dealers together, we still would not match the size of the two

new US groups, Citigroup and Bank of America/NationsBank."

If the mergers were authorised - "an even-money bet", according to Mr Godsoe - Scotia could benefit in the short term from the inevitable disruptions to its competitors' business.

In the longer term, it would have to cut costs to remain competitive, but it already has programmes which should produce 10 per cent cost savings over the next two to three years.

Scotia could be better placed to manage these cost reductions because the merged banks would have their hands tied by the commitments demanded in exchange for government approval.

TELECOMMUNICATIONS CANADIAN OPERATOR INCREASES ITS UNSOLICITED BID BY 10%

## Call-Net raises Fonorola offer

By Scott Morrison in Toronto

Call-Net Enterprises, the Canadian long-distance operator, has increased by 10 per cent its offer for Fonorola, a rival carrier.

Call-Net, 25 per cent owned by Sprint, the US long-distance carrier, said it would pay \$3.78bn (\$1.21bn) in cash and shares. It would also assume an estimated \$300m in net debt. Fonorola said it would consider the

revised bid, but added that it would seek competing offers to improve shareholder value. It has said it was considering bids from three potential white knights, but no other offers have been made public two months after Call-Net's initial bid.

Fonorola has activated a poison pill to fend off Call-Net.

The latest bid, which expires on June 26, included a 3 per cent premium over

the closing price of Fonorola shares on Tuesday, but the stock had since risen above Call-Net's \$367 a share offer and stood at \$389 at mid-session yesterday.

Juri Koor, Call-Net chief executive, said his company was determined to complete the Fonorola acquisition as soon as possible. The deal would position Call-Net, through wholly-owned subsidiary Sprint Canada, as the country's largest long distance carrier in a market valued at an estimated \$8.6bn.

As in the US, the Canadian long-distance industry is expected to consolidate over the next year as carriers adapt to changing market conditions. AT&T Canada, 75 per cent owned by three Canadian banks, was earlier this year involved in talks with Telus, the Alberta carrier, but the two companies failed to reach an agreement.

NORMA COHEN  
THE PROPERTY MARKET

## A measure yielding little

Traditional methods of calculating the returns on property are misleading as they ignore too many of the costs involved and assume rents will rise

Scarcely a week passes without the publication of yet another UK property research circular forecasting falling vacancy rates, rising rents and, best of all, falling property yields.

It is perhaps this forecast for property yields - capitalisation rates in the US - that is most interesting of all. At the core lie assumptions about the financial characteristics of property and their relative attractiveness to investors.

A recent circular from consultants Hillier Parker notes that the firm's bespoke All Property Average Yield shows the widest lead ever recorded over UK government gilts. 150 basis points. Property yields will fall, the argument goes, because they have almost always been lower than those on gilts and logic dictates that they will move back into proper alignment.

This raises two interesting questions. First, why should investors measure the value in property as though it had the qualities of a government bond? After all, government bond yields represent the risk-free cost of capital. Why should a property investor, buying a far riskier asset, be prepared to accept a

yield lower than, or even equal to, that on gilts? For the higher risk he ought to expect a higher return and the only question should be how much higher.

Michael Mallinson, former head of property investment at Prudential Portfolio Managers and head of a 1995 working group that recommended reforms in the valuation process, says that expectations of future rent increases are the justification for the sub-gilt yields on property that have prevailed historically.

"In the last boom, people would buy retail property at yields of 3 1/2 per cent when gilt yields were 12 per cent," he says. "When property yields are above those on gilts the market is saying rents are not going to rise any more."

However, during the recession of the early 1990s, rents actually fell, in spite of the prevalence of long-term leases that allowed for upward-only rent reviews every five years. Should this not have caused a pause for thought about the yields investors were prepared to accept?

"The argument about property yields is founded on a belief that rental growth expectations will more than cancel out the risk

premium (over gilts) that investors should demand," says Andrew Baum, chief investment officer at Henderson Real Estate Strategy and professor of land management at the University of Reading, near London.

"But with low inflation and depreciation expense, it may well be that yields should be higher," he says.

Christopher Jonas, who runs a property advisory boutique, notes that with inflation stripped out,

**'It's useful if an investor wants a one-dimensional view of the price of a property'**

real gilt and property yields over the last 30 years in the UK have been roughly equal.

Property yields no better than those on risk-free investments might be justified if total returns are substantially higher. UK equities, for instance, currently offer dividend yields around 2.8

per cent, well below both gilts and property.

But Mr Jonas points out that between 1978 and 1998 the FTSE index produced average annualised total returns of 18.3 per cent while UK 10-year gilts produced total returns of 13 per cent. Property had total returns of 14.5 per cent, arguably too small a margin over gilts to justify gilt-like yields.

Could these numbers suggest that people are paying too much for property?

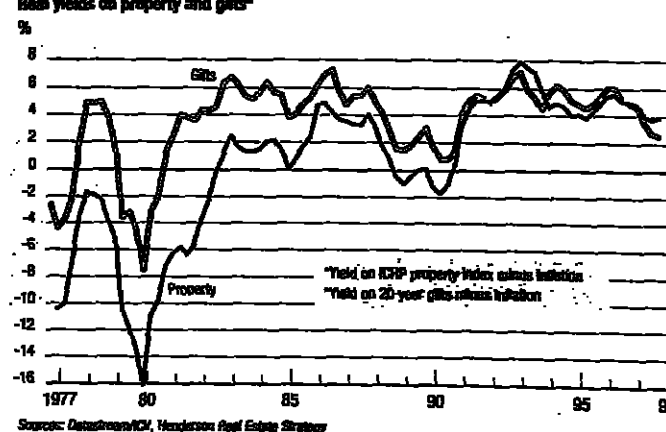
The second, equally troubling question about the relevance of yield as a measure of value in property arises on examination of how it is calculated.

Yield, as it is calculated, does not take into account all the costs associated with the ownership and management of a particular property. For instance, it makes standard assumptions about transaction costs, although these vary widely. Also, it generally assumes that in a single-let property all overhead costs are borne by the tenant, makes no allowance for organisational management charges and excludes the cost of finance.

Therefore a variety of operating costs that ought to be deducted from rental income are not. A more realistic picture of a

## Risk and return

Real yields on property and gilts



property's yield is arrived at by looking at what US analysts call cash-yield-on-cost, says Mr Baum.

Thus, a company able to pare its operating overhead, lower its tax rate or cut its cost of borrowing in fact earns a higher yield on its properties.

To pretend that these costs do not exist is folly. "Yields are extremely misleading pieces of information," Mr Baum says. "It's the emperor's new clothes syndrome. We all use these terms without really thinking about them."

Henderson's target yields are the current government bond yield, plus a premium for uncertainty and illiquidity,

minus a discount for rental growth, plus a premium for depreciation, he says.

John Lutzius, analyst at Green Street Advisors, a California-based firm specialising in real estate securities, says that yield is useful mainly for general comparisons of property. "It's about as useful as a price/earnings ratio for equities," he says. "It's useful if an investor wants a one-dimensional view of the price of a property."

Net cash extracted from an investment, he argues, is much more meaningful. For instance, Boston Properties Inc, a US real estate investment trust, recently purchased the Embarcadero Centre in San Francisco for

Building specific risk premiums		
Factor	Building A	Building B
Base	2.5	2.5
Tenant	1.5	0.5
Lease	2.0	4.5
Building	0.5	0
Location	0	0.5
Total	7.2	8.5
Short yield	7.0	7.0
Required return	14.2	15.5

\$1.22bn (£740m), prompting suggestions that it had overpaid. Green Street's forecast for net operating income - which takes some management costs into account - produce a projected 1998 yield of 7.4 per cent. But on a cash basis, including debt finance and administrative expense, the yield is 6.2 per cent. This compares with a current 10-year US Treasury note yield of 5.4 per cent.

Better measures of value, he argues, are discount of purchase price to replacement cost or internal rates of return. Yield, he says, is something Green Street calculates "because our customers like it. But we just ignore it."

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JAN 16 1999





## Micro Focus turns key to one-stop software and services

Arkady Ostrovsky analyses the reasons why the Anglo-American computer group decided to pay \$534m for Intersolv

Micro Focus, the Anglo-American software group that was a "wonder stock" of the early 90s, equipped itself for the new millennium yesterday with the agreed purchase of Intersolv, a US software and services company.

The all-share deal, valued at \$534m, creates one of the largest concerns exclusively focusing on developing software tools to make computers do what large companies need them to. Behind the deal lies the desire of IT departments in large corporations to have a single supplier providing both tools and services for their computer applications.

To assemble a computer package the manufacturers need special tools - computer equivalents of spanners and screwdrivers. They also need a technology that tells them how to put a package together and make sure it works. Micro Focus offers development tools for creating software applications, while Intersolv provides services for putting a final package together and testing it.

The two companies have

similar customers and complementary products. "Micro Focus and Intersolv have been partners for the past 10 years," said Martin Waters, chief executive of Micro Focus, who will head the combined company. "What drove this [deal] was being responsive to our customers. Neither company could offer a total solution before."

IT applications are often written in various languages and run on a variety of computers, but Mr Waters said the alliance between the two companies could eliminate language barriers between computer systems.

The growth of Micro Focus, founded in 1976, has been recently spurred by the millennium "time-bomb" and the need to equip computers to handle transactions in Euros when the single European currency is launched. But while these are providing strong demand for Micro Focus, investors worried about the company's long-term prospects.

"In the past investors had reservations about Micro Focus," said one analyst. "The main concerns were based on the fact that the



Arkady Ostrovsky and Martin Waters, chief executives of Intersolv and Micro Focus respectively.

company was too reliant on Cobol as the main computer language for the main-frame environment; its growth was confined to the Y2K problem; and the level of services was not sufficient."

By broadening the range of products and services, the deal gives Micro Focus a growth market beyond 2000.

Intersolv, which operates in different computer languages, will take Micro Focus into a service area

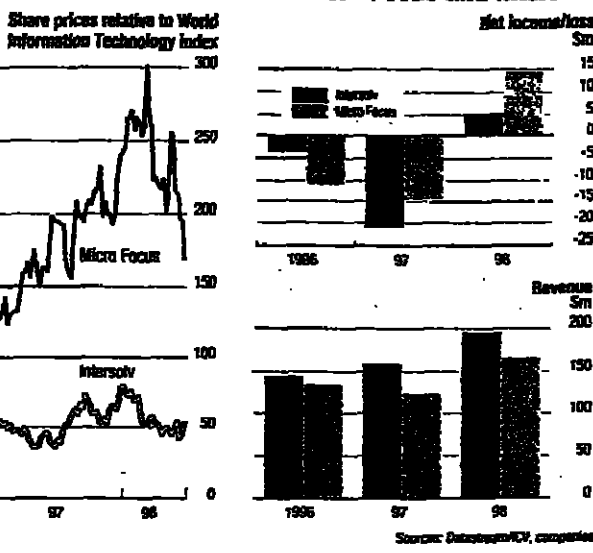
from which it has been absent. Service and maintenance will now provide 45 per cent of the combined group's revenues, which on a pro-forma basis would have totalled an estimated \$380m for the past year. Two thirds of this will come from North America.

Intersolv did not come cheap. Micro Focus paid almost three times its sales for the company, which will contribute 52 per cent to the

combined revenues. But investors and analysts believe it is worth it. "The deal makes Micro Focus a partner for large IT companies rather than just a provider of one service," said one analyst.

Investors signalled their approval by taking advantage of the lower ratings accorded to IT stocks in the US, compared with the UK, and rushed to buy Intersolv shares as a cheap way into Micro Focus. Shares in Inter-

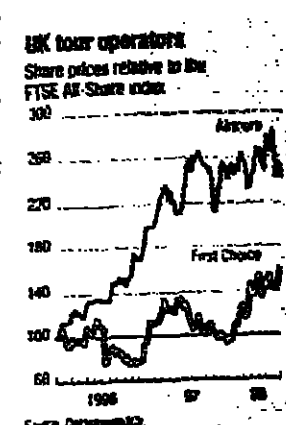
### Micro Focus and Intersolv



## COMMENT

### UK tour operators

Stability is finally in sight for the UK package holiday industry. First Choice's takeover of industry minnows, Unijet and Hayes & Jarvis, for £134m and Thomas Cook's purchase of Flying Colours for perhaps less than half that has pushed up the big four players' market share from 65 per cent to nearer 80 per cent. Since three of the four are public companies, with incentives to maximise profitability rather than market share, a return to the overcapacity-induced price wars of 1995 seems a distant prospect. A 10 per cent rise in First Choice's shares - partly on the back of decent interim results - puts them on 14 times forecast 1998 earnings, a substantial discount to Airtrics, the smallest among the big four, and Thomson. But then First Choice, unlike rivals, does not have its own travel agent on the high streets. As an independent operator, the discrimination it faces from the tied agents may increase in less favourable market conditions. Overdependence on the UK market - buoyed for now by the strong pound and residual windfall spending - is another check on the shares' progress. Still, yesterday's push into the fast-growing long-haul market will enhance First Choice's attractions to a continental European player such as Preussag wishing to expand in Europe's second biggest market. A bid premium is in order.



### Jones Lang Wootton/LaSalle

A transatlantic merger of property advisers Jones Lang Wootton and LaSalle Partners would have perfect logic. The former is strong everywhere but the US, where the latter is market leader. Multinational clients would have their one-stop property shop; the combined firm could cash in on the globalisation of property investment. JLV would gain access to capital for expansion; its partners and directors would join the great equity windfall bandwagon.

But pricing such a deal will be difficult. JLV's revenues last year were nearly twice LaSalle's \$225m, but the transaction would probably need to be structured as a merger of equals. LaSalle's highly priced paper - based on rapid growth and high profit margins - gives it a market value of about \$650m. JLV partners will have to be satisfied that the shares can retain their value, while LaSalle will be wary of earnings dilution. This deal will need a close structural survey.

## Mirror Group approached over Scottish Media

By Cathy Newman

Mirror Group, the UK newspaper publisher, is considering whether to sell its 20 per cent stake in Scottish Media Group, following approaches from other media companies.

If Mirror went ahead with a sale of its stake - worth £105m (£172m) on last night's closing share price - it could attract a trade buyer interested in gaining control of Scottish Media, which is one of the four largest ITV companies.

Following the recent bid interest in Mirror from Axel Springer, the German media group, several media companies have looked at a possible purchase of its Scottish Media shareholding.

Analysts believe United News & Media, owner of three ITV franchises, would be interested in buying a stake, and could eventually mount a takeover bid. Another potential purchaser of Mirror's interest is Granada Group.

Terry Connor, Mirror Group's development director, said Mirror's share of Scottish was "kept under constant review". He added: "The Springer situation flushed out people who were interested in buying it."

Scottish owns two ITV companies, Scottish Television and Grampian Television, and newspaper titles such as the Herald and the Evening Times. Mirror's shareholding was bought in 1994 for about £60m. If it were sold to a trade buyer, it could fetch up to £120m, analysts say.

One Mirror executive said: "The Scottish investment has been a good one, but one might argue strategically there's a question-mark over where it goes."

However, Mirror insisted that it might still decide to hold on to its investment in Scottish, which it first acquired as a means of diversifying.

There has also been speculation about the 20 per cent stake in Scottish owned by Flextech, the pay-television company.

A Scottish Media executive said last night: "There's been a question-mark for some time about Mirror's shareholding. If they were to sell it wouldn't come as a surprise."

Mirror could use the profit to reduce its debt of about £500m. That would give it the opportunity to make further acquisitions, possibly in the regional newspaper industry.

## Tetley float pulled on price concerns

By John Williams

Tetley, the world's second largest maker of tea bags, announced the scrapping of its planned flotation on Monday because of dissatisfaction among the management team over the price City advisers said the shares would fetch.

Analysts had forecast the flotation would value the group, bought out of Allied Domecq less than three years ago for £180m, at more than £400m (\$656m). The managers, led by Leon Allen, a veteran buy-out specialist, believed the share price re-

commended by City advisers undervalued its growth prospects.

Monday's announcement - four days after the planned date for publishing the listing particulars - now means the group is likely to remain independent for some time. There are no buyers waiting in the wings, though a trade sale remains a possibility.

Several groups were suggested by analysts as likely buyers after Monday's announcement. They included Nestlé, dominant in the soluble coffee business; Unilever, the world's biggest tea bag maker; Sara Lee, the

US food and drink group which owns the Douwe Egbert ground coffee business, and UK food companies such as Unigate, Associated British Foods and Hillebrand. The venture capital groups which backed the buy-out - PPM and Schroder Ventures - each own one-third of the shares - are thought to be willing to continue backing the management team. "Tetley represents one of our most successful investments and we have every confidence in its future prospects," said PPM.

Advisers to the flotation denied it had been snubbed

by the fragile state of global stock markets which has cast a pall over other initial public offerings.

They also said trading was fine and that there had been no nasty surprises uncovered in preparing the float.

The group has performed strongly since the buy-out, raising operating profits from £10.7m in the year to February 1996 to £41.1m last year. But this was largely because of a turnaround in its US business, and overall sales were down from £370m in 1995 to £336m last year.

Tetley's management believes the growth potential

lies in eastern Europe, in countries such as Poland where it is number two and where most people have yet to convert to tea bags.

The group has also entered the market in Russia's largest cities and plans to launch in Ukraine - countries with a high consumption of black tea.

But investors were unwilling to take such prospects into account in pricing the issue - leading Mr Allen to pull the float.

Joint sponsors and brokers to the flotation were Cazenove and SBC Warburg Dillon Reed.

## Albert Fisher parts with chairman

By Maggie Urry

Stephen Walls is to stand down as chairman of Albert Fisher, the produce, food processing and seafoods group, to "pursue other interests".

Mr Walls, who stepped down to a non-executive role in February, will leave the company at the end of its financial year on August 31.

An adviser to the company said Mr Walls had wanted to leave for some time and would not receive any compensation.

Mr Walls became executive chairman in 1992 when the group's profits had collapsed after rapid expansion.

However, shareholders were disappointed that the recovery Mr Walls was expected to mastermind had not been as swift or vigorous as they had hoped.

Last summer a sequence of setbacks began which undermined Mr Walls' credibility with investors. A takeover approach came to nothing, a decision to sell the seafoods division had to be reversed and a profits warning followed in February.

The shares, which reached 46p over the bid talks last June, closed up 1p yesterday at 25p.

Shareholders had also lost patience with Mr Walls' salary. In the 1996-97 financial year he received £359,000 (\$589,000), down from £406,000 the previous year. When he became non-executive chairman his basic salary dropped to £110,000 a year. One shareholder said yesterday: "It is good news that he is going, at least the wage bill will be reduced."

## Lonrho hit by Hondo charge

By Andrew Edgecliffe-Johnson

Lonrho's last interim results before becoming a pure mining company were marred by confirmation of a \$89m (\$113m) provision against its investment in Hondo, a Colombian gas field.

The provision, which covers Lonrho's entire investment in Hondo, pushed the former conglomerate from a \$22m pre-tax profit previously to a \$28m loss for the half year to March. But Nick Morrell, chief executive, said mining profits were up 21 per cent to £35m.

The group "heaved a huge sigh of relief" at last week's agreement to sell Princess Hotels to Canadian Pacific for £332m, he said. The disposal will leave Lonrho with platinum, coal and gold mining assets, two remaining hotels, a building company and an insurer.

Platinum profits jumped from £7m to £21m owing to buoyant demand and better

yields. Coal profits dropped as lower sale prices coincided with a temporary squeeze on export capacity. The contribution from Ashanti Goldfields dropped from \$2m to \$2m.

Sir John Craven, chairman, said Lonrho wanted to increase its 68 per cent stake in Duiker Mining, the South African coal group, and its 73 per cent interest in Lonrho Platinum, where Gencor of South Africa holds the remaining stake.

Analysts estimated that the platinum stake could cost up to £130m, and said any unbundling of Gencor may allow Lonrho to buy back the stake.

The group was now in a position to examine acquisitions, Sir John said.

Lonrho took the Hondo provision after its Open 14 well failed to find significant amounts of gas, and other producing wells began depleting more quickly than expected.

## Acquisitions for First Choice and Thos Cook

By Scheherazade Daneshkhu

The pace of consolidation in the UK package holiday industry increased rapidly yesterday after First Choice and Thomas Cook, the third and fourth largest operators, both bought smaller holiday companies to bolster their market shares.

First Choice made a recommended offer for Unijet, the fifth largest operator, in a shares and cash offer valuing the privately-owned company at £110m (\$180m). It also acquired Hayes & Jarvis, a specialist long-haul operator, for £24m cash.

The acquisitions are being financed through a 10-for-3 rights issue at 130p a share to raise £90m net. Unijet shareholders can elect to receive up to £34m in new First Choice shares with the balance in cash.

Thomas Cook, the high street travel agent owned by Westdeutsche Landesbank,

meanwhile bought Flying Colours, the tour operator and charter airline, for an undisclosed sum, believed to be about £50m.

Flying Colours, which was set up by NatWest Ventures in 1995 for £40m, operates Club 18-30 youth holidays and the low-price Sunset brand.

First Choice said its acquisitions would add £5m to annual operating profits, mainly through cost savings achieved by integrating Unijet's airline with its own.

Analysts upgraded their pre-tax profit forecasts for First Choice by more than 10 per cent to \$56m for the year to October 1999.

The consolidation buoyed the sector with First Choice shares closing 15p higher at 167p and Thomson Travel Group, the largest tour operator, up 9p to 173p. However, Airtrics, the second largest operator, which is believed to have failed to clinch the deal to buy Unijet,

fell 11p to 45p.

Jan Clubb, chairman of First Choice, said the industry had congealed into four lumps, of which three were publicly-quoted, following the flotation of Thomson Travel Group by Thomson Corporation, its Canadian parent, last month.

The four controlled 80 per cent of the market as a result of yesterday's acquisitions, up from 65 per cent. Analysts said First Choice's market share would rise from 11 per cent to 18 per cent while that of Thomas Cook would increase from 11 per cent to 16 per cent.

"Consolidation is happening in this industry and there could be more to come," said Bruce Jones, leisure analyst at Merrill Lynch.

First Choice said the two acquisitions made it the largest operator in the fast-growing long-haul market, in which it has lagged behind competitors.

## Wolseley merging US arms

By Jonathan Guthrie

Wolseley, the biggest plumbers' merchant in the world, is merging two US subsidiaries in a bid to cut costs and prepare for consolidation. The move has been prompted by a flood of cheap imports from economically-stricken Asian countries which has hit prices for some building products and materials in the US.

Simon Webster, finance director, said: "We are dealing with 0 per cent price inflation for plumbing and heating products, 12 per cent price deflation in lumber and a 3-4 per cent rise in wages."

Mr Webster said Ferguson Enterprises of Newport News, Virginia, would swallow up Wolseley's US subsidiaries, partly in response to City disappointment with the static interim profits of £124m announced in March.

The merger of the businesses, which generate about 30 per cent of group sales, would make it easier to participate in a consolidation of the fragmented US plumbing products market.

## Gerrard gains in switch from Liffe

By Jonathan Guthrie

Gerrard Group, the financial services business, said yesterday it had increased profits from futures and options trading by cutting its activities on the London International Financial Futures and Options Exchange. It has been dealing increasingly on Frankfurt's Deutsche Terminborse, Liffe's main rival in the battle for European

futures and options business.

In May Liffe was overtaken for the first time by the DTB in the monthly volume of contracts traded.

Mark Davies, chief executive of Gerrard, said: "Liffe is suffering strong competition from the DTB where you can execute trades more cheaply on screen than through Liffe's open-outcry trading system." He com-

mended plans by Liffe to introduce electronic trading alongside open outcry, but said they were "a little late in the day".

GNI, the futures and options trading divisions of Gerrard, raised profits to £12.4m (\$20.3m) in the year to March 31, against £9.5m before exceptional costs last time.

GNI was just one of three divisions that contributed to a doubling in Gerrard's pre-

tax profits to £25.5m. This was £2m ahead of best expectations and prompted a 31p rise in the shares to 45p.

Group profits of £17.7m in 1996-97 included exceptional costs of £7m on the purchase of King & Shaxson Holdings, the discount house and private client stockbroker bought for £48m in shares, and a one-off profit of £2.6m on the sale of an investment in ICV, the data company.

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Close Brothers Corporate Finance Limited  
of 11,623,047 ordinary shares of 1p each at 160p per share  
and  
Admission to the Official List

Ordinary share capital immediately following the Placing and Admission

Number	Authorized	Amount	Issued and fully paid
36,600,000		£366,000.00	26,538,750

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HW Group PLC First Floor, Central House 27 Park Street Coventry Surrey CR0 1YD	Close Brothers Corporate Finance Limited 12 Appold Street London EC2A 2AA
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and during normal business hours up to and including 23 June 1998, for collection only, from the Company Announcements Office, London Stock Exchange, Stock Exchange Tower, Throgmorton Street, London EC2.

19 June 1998

JAVICO LTD



## EURO PRICES

## EQUITIES

## Nervous Europe gives up gains

## EUROPEAN OVERVIEW

By Simon Davies

European stock markets remained nervous yesterday, giving away some of Tuesday's significant gains, despite the sharp recovery in Far Eastern financial markets that followed the intervention by the US and Japan.

The FTSE Eurotop 300 index fell 9.11 points or 0.74 per cent, to close at 1,222.68. The more narrowly-based Eurotop 100 index edged 20.16 points lower to 2,807.17. Meanwhile, the S&P 500 index, which includes only

companies from countries in the first wave of monetary union, closed 12.70 lower at 1,018.12.

General Industrials were hardest hit, as a result of fears of the impact of the economic slowdown in Asia. Auto stocks also suffered, with Volkswagen falling \$21.7 to \$67.98 and BMW down 6.6 to \$22.58. Utilities, by comparison, benefited from more defensive portfolio shifts, finishing almost unchanged.

Germany's IFO business climate index was released during the day, showing no change from April.

This was in line with mar-

ket expectations, and helped provide some support for the European government bond markets, which closed higher.

They also benefited from a recovery in US Treasuries, in the face of another shift into safe haven investments.

A report from BT Alex Brown gave some evidence of slowing momentum in the European stock markets. It showed that volumes in 12 European markets fell by 19.5 per cent in May, and in Italy, the decline was more than 40 per cent, albeit from an exceptionally high base.

However, markets continued to be propped up by

inflows into mutual funds. In Italy, there was a further L1200bn net inflow into share funds in the month of May.

Moreover, volumes on Saeq international fell by significantly less than domestic activity, suggesting relative international support for the markets.

The report argued that, "looking further ahead, the increasing share of international volumes in May is consistent with a further upwards leg in the European bull market. Encouragingly, there was a net inflow into domestic mutual share funds after the outflow in April."

## FTSE Actuaries Share Indices

Percentage change in the FTSE Actuaries Share Indices since the start of the year

Index	Start of year	End of year	Change
FTSE Eurotop 300	1,222.68	1,222.68	-0.74
FTSE Eurotop 100	2,807.17	2,807.17	-0.74
FTSE Eurotop 50	1,018.12	1,018.12	-1.27

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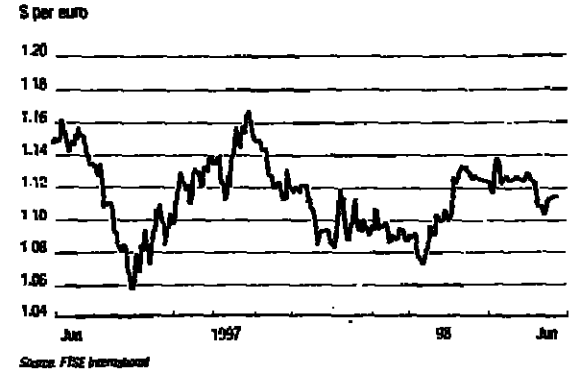
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## CURRENCIES &amp; MONEY

## FT SYNTHETIC EURO RATES

Country	Rate	Change on day	Change on week	Change on month
Austria	14.07022	-0.0007	-0.0006	+0.0000
Belgium	41.26129	+0.0012	+0.0010	+0.0010
Denmark	37.24373	-0.0016	-0.0016	-0.0016
France	6.55957	-0.0003	-0.0003	-0.0003
Germany	6.55957	-0.0003	-0.0003	-0.0003
Greece	338.20770	-0.0019	-0.0019	-0.0019
Hungary	240.67557	-0.0005	-0.0005	-0.0005
Italy	1.93628	-0.0003	-0.0003	-0.0003
Japan	169.88573	+1.5688	+1.5688	+1.5688
Luxembourg	41.26129	+0.0012	+0.0010	+0.0010
Netherlands	2.23638	-0.0010	-0.0010	-0.0010
Portugal	204.78138	-0.0017	-0.0017	-0.0017
Spain	166.38584	+0.0017	+0.0017	+0.0017
Sweden	8.46322	-0.0017	-0.0017	-0.0017
Switzerland	7.45637	-0.0017	-0.0017	-0.0017
United Kingdom	0.65746	-0.0001	-0.0001	-0.0001
USA	1.91504	-0.0016	-0.0016	-0.0016

## Synthetic Euro against the dollar

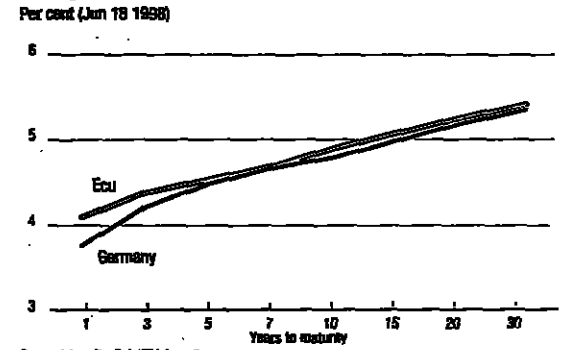


## EUROZONE CURRENCY CONVERGENCE

Country	Rate	Change on day	Change on week	Change on month
Austria	7.00522	-0.0001	-0.0001	-0.0001
Belgium	20.6254	+0.0003	+0.0003	+0.0003
Denmark	3.75036	-0.0003	-0.0003	-0.0003
France	3.04001	-0.0003	-0.0003	-0.0003
Germany	3.04001	-0.0003	-0.0003	-0.0003
Greece	338.20770	-0.0019	-0.0019	-0.0019
Hungary	240.67557	-0.0005	-0.0005	-0.0005
Italy	1.93628	-0.0003	-0.0003	-0.0003
Luxembourg	41.26129	+0.0012	+0.0010	+0.0010
Netherlands	2.23638	-0.0010	-0.0010	-0.0010
Portugal	204.78138	-0.0017	-0.0017	-0.0017
Spain	166.38584	+0.0017	+0.0017	+0.0017
Sweden	8.46322	-0.0017	-0.0017	-0.0017
Switzerland	7.45637	-0.0017	-0.0017	-0.0017
United Kingdom	0.65746	-0.0001	-0.0001	-0.0001
USA	1.91504	-0.0016	-0.0016	-0.0016

## BONDS

## Bond yield curve



## GOVERNMENT BOND SPREADS VS ECU

Country	Rate	Change on day	Change on week	Change on month
Austria	1.0000	-0.0001	-0.0001	-0.0001
Belgium	1.0000	+0.0001	+0.0001	+0.0001
Denmark	1.0000	-0.0001	-0.0001	-0.0001
France	1.0000	-0.0001	-0.0001	-0.0001
Germany	1.0000	-0.0001	-0.0001	-0.0001
Greece	1.0000	-0.0001	-0.0001	-0.0001
Hungary	1.0000	-0.0001	-0.0001	-0.0001
Italy	1.0000	-0.0001	-0.0001	-0.0001
Luxembourg	1.0000	+0.0001	+0.0001	+0.0001
Netherlands	1.0000	-0.0001	-0.0001	-0.0001
Portugal	1.0000	-0.0001	-0.0001	-0.0001
Spain	1.0000	+0.0001	+0.0001	+0.0001
Sweden	1.0000	-0.0001	-0.0001	-0.0001
Switzerland	1.0000	-0.0001	-0.0001	-0.0001
United Kingdom	1.0000	-0.0001	-0.0001	-0.0001
USA	1.0000	-0.0001	-0.0001	-0.0001

## EUROZONE CORPORATE BONDS

Country	Rate	Change on day	Change on week	Change on month
Austria	1.0000	-0.0001	-0.0001	-0.0001
Belgium	1.0000	+0.0001	+0.0001	+0.0001
Denmark	1.0000	-0.0001	-0.0001	-0.0001
France	1.0000	-0.0001	-0.0001	-0.0001
Germany	1.0000	-0.0001	-0.0001	-0.0001
Greece	1.0000	-0.0001	-0.0001	-0.0001
Hungary	1.0000	-0.0001	-0.0001	-0.0001
Italy	1.0000	-0.0001	-0.0001	-0.0001
Luxembourg	1.0000	+0.0001	+0.0001	+0.0001
Netherlands	1.0000	-0.0001	-0.0001	-0.0001
Portugal	1.0000	-0.0001	-0.0001	-0.0001
Spain	1.0000	+0.0001	+0.0001	+0.0001
Sweden	1.0000	-0.0001	-0.0001	-0.0001
Switzerland	1.0000	-0.0001	-0.0001	-0.0001
United Kingdom	1.0000	-0.0001	-0.0001	-0.0001
USA	1.0000	-0.0001	-0.0001	-0.0001

## EUROZONE CREDIT SPREADS VS ECU

Country	Rate	Change on day	Change on week	Change on month
Austria	1.0000	-0.0001	-0.0001	-0.0001
Belgium	1.0000	+0.0001	+0.0001	+0.0001
Denmark	1.0000	-0.0001	-0.0001	-0.0001
France	1.0000	-0.0001	-0.0001	-0.0001
Germany	1.0000	-0.0001	-0.0001	-0.0001
Greece	1.0000	-0.0001	-0.0001	-0.0001
Hungary	1.0000	-0.0001	-0.0001	-0.0001
Italy	1.0000	-0.0001	-0.0001	-0.0001
Luxembourg	1.0000	+0.0001	+0.0001	+0.0001
Netherlands	1.0000	-0.0001	-0.0001	-0.0001
Portugal	1.0000	-0.0001	-0.0001	-0.0001
Spain	1.0000	+0.0001	+0.0001	+0.0001
Sweden	1.0000	-0.0001	-0.0001	-0.0001
Switzerland	1.0000	-0.0001	-0.0001	-0.0001
United Kingdom	1.0000	-0.0001	-0.0001	-0.0001
USA	1.0000	-0.0001	-0.0001	-0.0001

## OTHER INDICES

	Jan 16	Jan 17	Jan 18	1998 High	Low	Since completion High	Low
DJ S&P 50	3293.67	3328.35	3252.85	3429.66	2574.51	3429.66	2976.42
DJ Econ Sta 50	5291.14	5333.55	5289.08	5443.76	2486.21	5443.76	2895.32
MSCI Europe	1209.17	1220.07	1197.18	1299.83	980.50	1299.83	510.78

Source: DataPart of FT Information. \*Subject to revision next day. (a) unavailable.







## COMMODITIES &amp; AGRICULTURE

## Gold mining groups cut production forecasts

By Kenneth Gooding, Mining Correspondent

Gold producers have responded to the collapse in the metal's price to near 18-year lows by cutting 15m troy ounces, or 466.5 tonnes, from their planned production for the next three years.

A year ago, miners contributing to the Washington-based Gold Institute's annual survey were forecasting world gold production would increase by an average

of 3.6 per cent a year to total 88.2m ounces by 2000. Now they are predicting annual growth of only 1 per cent to 83.5m ounces in 2001.

"This is in sharp contrast to growth rates in the 1990s, when production grew from 41m to 65m ounces, averaging more than 5 per cent a year," says the International Association of Gold Producers.

More than 100 mining organisations from 70 countries contribute to the annual survey, supplying

actual production data and projections.

The biggest reduction in planned production is forecast for the US, where gold output last year reached a record 11.4m ounces. Last year, the US industry expected production to rise to 12.8m ounces by 2000. Now it is forecasting output will fall to 10.4m ounces in 2001 - a 9 per cent drop from 1997.

Australian producers also had a record 1997, with output of 10m ounces, and have

also altered their plans substantially. Last year, they predicted Australia's output would rise to 10.8m ounces by 2000, now they see a fall to 9.8m ounces by 2001, down 4 per cent from the 1997 total.

Canada is now predicting an 8 per cent fall from 1997 to 2001. Last year, it expected to reach 5.9m ounces in 2000; it now predicts output of 4.98m ounces in 2001.

One consequence is that China is forecast to overtake

Canada to become the world's fourth largest gold producer in 1999 with a 13 per cent average increase in output, from 5m ounces in 1997 to 5.65m ounces.

South Africa is set to keep its place as the world's biggest producer and seems determined to keep gold output near the 1997 level of 15.8m ounces. South African miners see output at 15.78m ounces in 2001.

South Africa, the US and Australia together produced

47 per cent of the world's gold last year. If the predictions are correct, their collective share will drop to 43 per cent by 2001. Latin America and Asia, at present accounting for 21 per cent of production, are forecast to share 26 per cent by then.

World Gold Mine Production 1997-2001 from the Gold Institute, 1112 16th Street, Suite 240, Washington DC 20036. \$55 in the US and \$65 elsewhere.

Country	1997	2001	% chg
Australia	10,000,000	9,800,000	-2%
Canada	5,900,000	4,980,000	-16%
China	5,000,000	5,650,000	+13%
South Africa	15,800,000	15,780,000	-0.1%
USA	11,400,000	10,400,000	-9%
Other	10,100,000	11,700,000	+16%
<b>Total</b>	<b>68,200,000</b>	<b>63,500,000</b>	<b>-7%</b>

## Oil marks time ahead of Opec meeting

By Gary Mead

Crude oil prices marked time amid uncertainty in the run-up to next week's meeting of the Organisation of Petroleum Exporting Countries in Vienna, where a fresh round of production cuts is expected to be agreed.

"It's not whether or not Opec will cut production but by how much - that's what will determine the direction the price moves," said one analyst yesterday.

With oil prices at their lowest in real terms for two decades, most specialists say Opec must come up with additional production cuts of as much as 2m b/d if there is to be a sustained price recovery for the rest of 1998.

This would need to be in addition to the several rounds of cuts (until the end of 1998) pledged since March 22 by Opec and non-Opec members. These total some 2.19m b/d, though compliance is currently running at only about 75 per cent, according to some surveys.

On the International Petroleum Exchange in London, Brent blend for August delivery slipped to \$12.95 a barrel before recovering to \$13.02 in late trading, down 4 cents from Wednesday's close.

On the New York Mercantile Exchange July crude opened 25 cents lower at \$12.85, dropped to \$11.60 and later pulled back to \$12.02.

Profit-taking in the futures had knocked \$1.85 off the three-month price by the close, when the base metal ended at \$5,720 a tonne on the London Metal Exchange.

Three-month copper closed at \$1.67 a tonne, up \$26, although the market was poised for a possible upsurge in the context of a potential strike at Colco's El Teniente mine.

## Coffee trading in India

By Kumar Bose in Calcutta

India's new domestic coffee futures trading begins today, using the facilities of the local stock exchange in the southern city of Bangalore.

"To start with, the daily trading will be around 2,000 lots of 600kg each and the value of transactions will be Rs100m (\$2.4m)," said its president, Ashwin Shah.

The coffee exchange is starting with a capital of Rs20m and six trading/clearing members, 65 trading members and 220 ordinary members. It has yet to appoint institutional clearing members, and until it does clearing will be done by trading/clearing members.

It has been modelled on the International Paper Futures Exchange at Kochi in the southern Indian state of Kerala, which has been operating since October.

"We are not expecting any hitches in trading. The members have come to grips with the futures trading system and the stock trading sessions," the exchange said.

The Coffee Board created the exchange to provide hedging facilities to exporters, which handle more than 70 per cent of India's coffee production.

## MacMillan Bloedel bows to pressure from Greenpeace

The company is to stop clear-cut logging in British Columbia, writes Edward Alden

Karen Mahon, the indefatigable campaigner for environmental group Greenpeace, handed a bottle of Dom Perignon last week to the head of one of Canada's largest forest products companies.

The champagne was a peace offering to Tom Stephens, president of MacMillan Bloedel, after the company announced that it would end clear-cut logging in British Columbia, Canada's western-most province. However, there was no mistaking in the gesture which side had won the war.

Clear-cutting, in which the timber is cut on large tracts of land, accounts for about 96 per cent of all wood harvested in British Columbia and is by far the most economical way to log.

For the past decade, environmentalists in the province have chained themselves to trees and laid down before bulldozers in an effort to stop logging in the last substantial region of temperate old-growth forest in the world.

However, until they took the campaign to Europe two years ago, convincing UK timber retailers such as B&Q and Do It All to boycott British Columbian timber, the skirmishes had largely been a draw. Last week, MacMillan Bloedel surrendered.

The company, the largest in the province, announced that over the next five years it would replace clear-cutting with "variable retention" logging, in which anywhere from 30 per cent to 70 per cent of the timber is left standing.

"It is a very significant change, almost a revolution in logging," says Charles Widman, an independent forest analyst in Vancouver.

"The industry has resisted environmental pressures, and tried to discredit Greenpeace. But [the environmentalists] have won the war in the woods by bringing all the customers over to their side."

Canada is the world's second largest producer of lumber and market pulp after the US, and British Columbia

## British Columbia logging

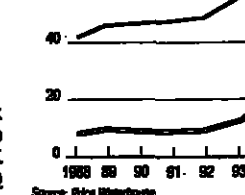
Log costs no longer matter

Cubic metre

Total costs

Sawmills

Source: Price Waterhouse



is Canada's largest lumber region. However, that status has been carved out largely by harvesting some of the oldest, highest quality old-growth softwood lumber in the world.

Mr Stephens of MacMillan Bloedel was convinced the loss of markets in Europe, while only a small portion of its business, was a harbinger of worse to come.

MacMillan Bloedel's decision puts enormous pressure on the other companies logging in the coastal forest, such as International Forest Products and Domnan Industries. These two companies have the largest holdings in the coastal forest area, where Greenpeace wants a logging moratorium for two years.

Ike Barber, chairman of Slocan Forest Products, the interior's largest lumber

company, has no plans to emulate MacMillan Bloedel. The shift, he says, "is mainly focused on managing the perception of old-growth forest," most of which are in the coastal areas.

However, it is not clear that the industry can afford to abandon clear-cutting. British Columbia's forest industry is suffering its worst slump in memory. It lost \$1.92m (US\$131m) in 1997 and \$1.50m in 1996, and the numbers are looking worse this year.

Harvesting costs on the coast are the highest in the world, having risen by 60 per cent since 1993, while lumber prices are down 40 per cent from a year ago.

High labour costs, rising provincial taxes and more costly environmental regulations have priced softwood lumber producers out of some markets.

The total cut is down 20 per cent on the coast and 9 per cent throughout the province, mostly owing to the collapse of the Japanese housing market and quotas restricting sales to the US.

MacMillan Bloedel estimates the change to variable retention logging will add about \$4 per cubic metre to total harvesting costs of more than \$100 per cubic metre.

Success despite still higher costs will depend on softwood lumber producers changing fundamentally how they do their business, says Clark Binkley, dean of forestry at the University of British Columbia.

In the past, the government had insisted that companies maintain high volumes, regardless of market conditions. In the future, they will have to be more flexible, harvesting only the

## Harvest volumes

Cubic metre (m)

Cost

Company

Contractors

Total

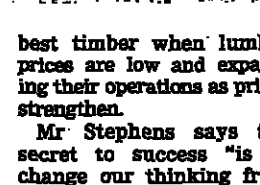
Log source

Private lands

Public lands

Total

Source: Price Waterhouse



best timber when lumber prices are low and expanding their operations as prices strengthen.

Mr Stephens says the secret to success "is to change our thinking from being volume-driven to being market-driven".

One result of MacMillan Bloedel's transformation may be to force all but the richest and most focused companies out of the business, says Mr Widman.

Mergers and acquisitions in the forest industry have already hit eastern Canadian newspaper companies with the merger of Abitibi-Price and Stone Consolidated, and Bowater's purchase of Avenor.

On the west coast, both International Forest Products and Domnan are vulnerable to takeovers, and may be unable to match MacMillan Bloedel's initiative.

## COMMODITIES PRICES

## BASE METALS

## LONDON METAL EXCHANGE

Prices from Associated Metal Trading

IN ALUMINIUM, ONLY FURTHER 10 PER CENT

CASH

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## PRECIOUS METALS CONTINUED

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## GRAINS AND OIL SEEDS

## IN WHEAT COMEX (100 TONNES, \$ PER BUSHEL)

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## SOFTS

## IN COCOA LIFFE (10 TONNES, \$ PER TONNE)

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KEYWORD

Financial Times Surveys

# Global Custody

Friday July 10

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## LONDON STOCK EXCHANGE

## Retail sales growth puts paid to Footsie's rally

MARKET REPORT  
By Philip Coggan  
Markets Editor

Three days of troublesome economic data finally proved too much for the UK stock market.

After struggling off Tuesday's higher-than-expected retail price numbers and Wednesday's pick-up in average earnings, a surge in retail sales growth was the final straw.

The volume of sales in May grew by 1.7 per cent, bringing the annual rate up to 4.6 per cent. A good part

of the increase was due to a rebound in clothing sales after April's poor weather, but the markets were in no mood to make allowances.

"Just when it looked as if the interest rate sentiment could hardly get worse, retail sales recorded a monthly increase five times market expectations," commented Adam Cole, UK economist at HSBC Securities.

"Abstracting from the monthly distortions, annual sales growth of 4.6 per cent is well beyond what the monetary policy committee will feel comfortable with,

particularly as sales a year ago were boosted strongly by windfall-related spending."

The feeling that UK interest rates were set to rise again was highlighted in the foreign exchange markets, where sterling once again came close to the DM3 level. It closed at DM2.9959 in London, up 2.5 pips on the day.

That represented more bad news for the UK's exporters, who had started to perk up when the pound fell below DM2.90, and the industrial heavy FTSE 250 index fell for the seventh consecutive day, dropping 24.3 points to 5,559.2. Its cumulative loss

over the period is more than 300 points.

The FTSE 100 index had rallied by more than 100 points on Wednesday on the back of the sudden reversal in the fortunes of the yen, prompted by intervention by the Bank of Japan and the US Federal Reserve.

The news had sparked a strong run in most world stock markets on easing of the immediate fears of an Asian collapse. And, after Asian stock markets had risen strongly again overnight, Footsie opened firmly, reaching its best for the day of 5,571.4, up 38.7, in the

first quarter hour of trading.

But the retail sales numbers put paid to the rally and Footsie fell steadily, reaching the day's low of 5,569.0, down 2.4, just before Wall Street opened. A steady performance from New York allowed the blue-chip index to close just 20.6 down at 5,512.1. The FTSE SmallCap index ended 3.1 off at 2,709.1.

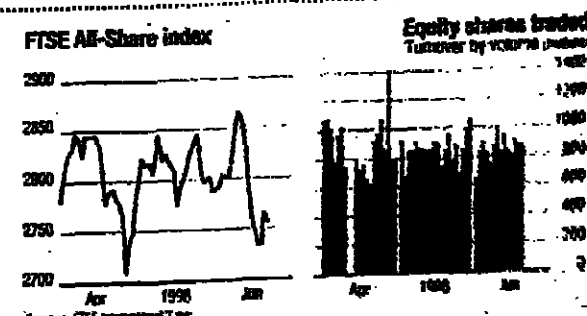
Some analysts are not convinced that the Asian-inspired rally could last long in any case.

Mark Brown, head of economics and strategy at ABN-Amro, said that "if you think what's going on in Asia is

fundamentally based, then a few billion dollars of intervention won't make much difference. It is very difficult to believe that the rest of the world will be resistant to Asia's problems. The mechanism through which those problems will be transmitted is the impact on corporate earnings."

ABN-Amro is cutting its corporate earnings forecasts and now predicts no growth in non-financial earnings this year.

Volume was 881.8m shares by the 6pm count, of which 54 per cent was in non-Footsie stocks.



**Indices and ratios**

Index	Value	% Chg	Ratio	% Chg
FTSE 100	5512.1	-0.4	FTSE 100/FTSE 250	1.94
FTSE 250	5559.2	-0.4	FTSE 100/FTSE 1000	1.94
FTSE 1000	2709.1	-0.4	FTSE 100/FTSE 250	1.94
FTSE All-Share	2709.1	-0.4	FTSE 100/FTSE 250	1.94
FTSE All-Share yield	2.97		FTSE 100/FTSE 250	1.94

**Best performing sectors**

Sector	% Chg
Engineering	+1.0
Food	+0.7
Health Care	+0.6
Telecom	+0.5
Chemicals	+0.4
Oil	+0.3
Construction	+0.2

## Green light for Orange

## COMPANIES REPORT

By Joel Kleeze and Martin Brice

A broker's recommendation saw mobile telephony group Orange sparkle on an otherwise volatile day. The shares rose 29 or just over 6 per cent to 510p in trade of 4.7m.

The group is to hold an analysts' presentation on Tuesday at which its European strategy and plans for the UK are likely to be outlined. In particular, analysts are hoping the company will give details of plans to compete directly with fixed line telephone operators in the UK.

Merrill Lynch was behind the sharp advance yesterday, outlining the attractions of the stock ahead of the meeting. Joe Oliver at Merrill said: "We see Orange as geared to a pick-up in UK subscriber growth."

Dresdner Kleinwort Benson also favours the stock and in a recent booklet said: "Orange has an exemplary track record that testifies to the strength of its management team."

Elsewhere in the sector, rival Vodafone was also in demand. The shares appreciated 11 to 716p, with 9m traded by the close.

Telewest Communications, the UK's second biggest

cable company, fell 4 to 127p after it announced the ending of merger talks with US group NTL.

However, market specialists continue to suggest further consolidation among cable operators is likely, and one analyst said, "I still believe Telewest may soon be a bid target."

Profit-takers moved into British Telecommunications following the recent run in the stock. The shares surrendered 4 to 684p. Volume was 15m. Cable & Wireless followed the market trend, closing 3p higher at 673p.

The announcement from Micro Focus that it was to

buy US software group Intergraph prompted a scramble for the stock, which was marked up 55p in pre-market trading. For a brief period in the morning, it was the best FTSE 250 performer.

However, the stock moved into reverse as it started to come under intense selling pressure as soon as the New York markets opened and US arbitrage desks realised that the terms of the all-paper offer provided the chance of a 20 per cent profit.

Shareholders will be offered Micro Focus shares worth about £12.44 at last night's close for each share.

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## FT 30 INDEX

Index	Value	% Chg
FT 30	5512.1	-0.4
FT 100	5512.1	-0.4
FT 250	5559.2	-0.4
FT 1000	2709.1	-0.4
FT All-Share	2709.1	-0.4

**FT 30 daily changes**

Index	Value	% Chg
FT 30	5512.1	-0.4
FT 100	5512.1	-0.4
FT 250	5559.2	-0.4
FT 1000	2709.1	-0.4
FT All-Share	2709.1	-0.4

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## STOCK MARKET TRADING DATA

Index	Value	% Chg
FT 30	5512.1	-0.4
FT 100	5512.1	-0.4
FT 250	5559.2	-0.4
FT 1000	2709.1	-0.4
FT All-Share	2709.1	-0.4

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## Best and worst performing FTSE sectors

Best performing sectors

Worst performing sectors

Best performing sectors

Worst performing sectors

Best performing sectors

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## Builders slow

Building stocks were under pressure amid fears that operating margins had peaked and the market was set to slow in the face of the series of UK interest rate rises in the past year.

Foremost among the fallers, which dragged on the FTSE 250 index, which is heavily weighted towards construction stocks, was Bryant Group, off 6 at 122p. Others that suffered included George Wimpey, down 6 at 128p and Beazer Group, which shed 8 to 194p.

Schroders was said to have met building companies recently and suggested that clients take profits.

Four operator First Choice gained 15 to 187p after the market showed its appreciation on two deals.

The company is to buy

Shares in Sketchnell fell 4% to 37p after it said talks with a potential bidder had ended with no firm proposal or offer for the group.

The worst effects were felt yesterday by Caffyns, which was off 7% at 345p, and Sanderson Bramall, down 10% at 256p.

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**4 day class June 18**

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## GLOBAL EQUITY MARKETS

## US INDICES

	Jun 17	Jun 18	Jun 19	1998	1997	1996	1995	1994	1993	1992	1991	1990	1989	1988	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1534	1533	1532	1531	1530	1529	1528	1527	1526	1525	1524	1523	1522	1521	1520	1519	1518	1517	1516	1515	1514	1513	1512	1511	1510	1509	1508	1507	1506	1505	1504	1503	1502	1501	1500	1499	1498	1497	1496	1495	1494	1493	1492	1491	1490	1489	1488	1487	1486	1485	1484	1483	1482	1481	1480	1479	1478	1477	1476	1475	1474	1473	1472	1471	1470	1469	1468	1467	1466	1465	1464	1463	1462	1461	1460	1459	1458	1457	1456	1455	1454	1453	1452	1451	1450	1449	1448	1447	1446	1445	1444	1443	1442	1441	1440	1439	1438	1437	1436	1435	1434	1433	1432	1431	1430	1429	1428	1427	1426	1425	1424	1423	1422	1421	1420	1419	1418	1417	1416	1415	1414	1413	1412	1411	1410	1409	1408	1407	1406	1405	1404	1403	1402	1401	1400	1399	1398	1397	1396	1395	1394	1393	1392	1391	1390	1389	1388	1387	1386	1385	1384	1383	1382	1381	1380	1379	1378	1377	1376	1375	1374	1373	1372	1371	1370	1369	1368	1367	1366	1365	1364	1363	1362	1361	1360	1359	1358	1357	1356	1355	1354	1353	1352	1351	1350	1349	1348	1347	1346	1345	1344	1343	1342	1341	1340	1339	1338	1337	1336	1335	1334	1333	1332	1331	1330	1329	1328	1327	1326	1325	1324	1323	1322	1321	1320	1319	1318	1317	1316	1315	1314	1313	1312	1311	1310	1309	1308	1307	1306	1305	1304	1303	1302	1301	1300	1299	1298	1297	1296	1295	1294	1293	1292	1291	1290	1289	1288	1287	1286	1285	1284	1283	1282	1281	1280	1279	1278	1277	1276	1275	1274	1273	1272	1271	1270	1269	1268	1267	1266	1265	1264	1263	1262	1261	1260	1259	1258	1257	1256	1255	1254	1253	1252	1251	1250	1249	1248	1247	1246	1245	1244	1243	1242	1241	1240	1239	1238	1237	1236	1235	1234	1233	1232	1231	1230	1229	1228	1227	1226	1225	1224	1223	1222	1221	1220	1219	1218	1217	1216	1215	1214	1213	1212	1211	1210	1209	1208	1207	1206	1205	1204	1203	1202	1201	1200	1199	1198	1197	1196	1195	1194	1193	1192	1191	1190	1189	1188	1187	1186	1185	1184	1183	1182	1181	1180	1179	1178	1177	1176	1175	1174	1173	1172	1171	1170	1169	1168	1167	1166	1165	1164	1163	1162	1161	1160	1159	1158	1157	1156	1155	1154	1153	1152	1151	1150	1149	1148	1147	1146	1145	1144	1143	1142	1141	1140	1139	1138	1137	1136	1135	1134	1133	1132	1131	1130	1129	1128	1127	1126	1125	1124	1123	1122	1121	1120	1119	1118	1117	1116	1115	1114	1113	1112	1111	1110	1109	1108	1107	1106	1105	1104	1103	1102	1101	1100	1099	1098	1097	1096	1095	1094	1093	1092	1091	1090	1089	1088	1087	1086	1085	1084	1083	1082	1081	1080	1079	1078	1077	1076	1075	1074	1073	1072	1071	1070	1069	1068	1067	1066	1065	1064	1063	1062	1061	1060	1059	1058	1057	1056	1055	1054	1053	1052	1051	1050	1049	1048	1047	1046	1045	1044	1043	1042	1041	1040	1039	1038	1037	1036	1035	1034	1033	1032	1031	1030	1029	1028	1027	1026	1025	1024	1023	1022	1021	1020	1019	1018	1017	1016	1015	1014	1013	1012	1011	1010	1009	1008	1007	1006	1005	1004	1003	1002	1001	1000	99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# STOCK MARKETS

## Asian gains fail to ignite cautious Europe

### WORLD OVERVIEW

Another dazzling turn of speed across Asia, where many stock markets notched up two-day percentage gains well into double figures, cut no ice with investors in Europe yesterday, writes Jeffrey Brown.

Early hesitancy for European equities quickly turned to a scramble for the exits as grim words from the Bundesbank overshadowed the latest official Japanese

attempt to restore investor confidence in the yen.

In a statement ahead of the weekend meeting in Tokyo of G7 deputy finance ministers, Japan's prime minister announced plans for potential tax cuts, measures on bad bank loans and moves to rekindle domestic demand.

But the plans were vague. The absence of timing and detail left international stock markets once again taking matters on trust,

although many observers were hopeful of a fresh policy statement from Japan at the weekend.

In the meantime, stock markets outside Asia opted for caution given the widespread interpretation that the German central bank was dropping a broad hint about higher interest rates in its latest report.

The Bundesbank's strictures about the need to match monetary policy with the pace of economic growth

coincided with mounting concerns for an upward nudge for interest rates elsewhere in Europe, notably in the UK following this week's run of negative economic data.

By the close of trading, the leading centres of Frankfurt and Paris were both off around 1 per cent, having in each case turned back from record intraday highs. Trading volumes were mostly subdued.

The yen was steady at

around the ¥137 to the dollar mark achieved after Wednesday's concerted US and Japanese intervention in the foreign exchanges. But Wall Street, which had surged 183 points in the previous session, made an uncertain start.

There is no shortage of prevailing caution among the broking community. BT Alex Brown's latest pan-European strategy note makes the point that Japanese and European economic

downturns have typically

coincided. Right now, writes the broker, Europe is banking in the belief that earnings growth will top 14 per cent on average this year and next, but "deflationary worries may expose the current complacency about demanding p/e multiples".

As a result, BT Alex Brown's main message is that it is still too soon to commit new capital to European equities.

### EMERGING MARKET FOCUS

## Mexico set for term-end blues

For a quarter of a century Mexico has suffered the *seculo* curse - a financial meltdown at the end of each six-year presidential term.

With elections looming in 2000, the good news is President Ernesto Zedillo is trying to break the curse. The bad news is that cracks are appearing two years ahead of schedule.

As elsewhere in Latin America, Mexican stocks have been hit by what Credit Suisse First Boston said this week was a bear market that started in July 1997. Since then, Mexican stocks have fallen 31 per cent, Chile's 35 per cent, Brazil's 34 per cent and Argentina's Merval index, 33 per cent.

Asia's crisis, and its knock-on effects in Russia and Japan, soured investors towards Latin America. According to one estimate, there were net outflows of \$548m from Mexico in the first quarter.

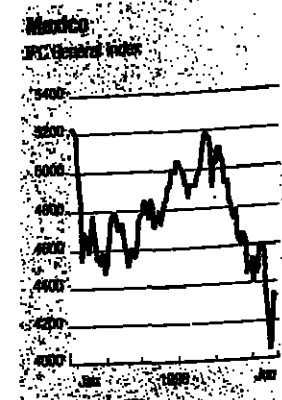
Yesterday, the Mexican index opened at 4,304 points after a bounce this week. It started the year at 5,204 points. Meanwhile, the peso has slid 10 per cent.

The problems have been compounded by low oil prices. A drop in Mexican crude prices to 12-year lows may lead to a third, budget cut this year and has widened the trade deficit.

Mexico's economy remains robust and industrial production in the first four months of the year rose 7.9 per cent compared to the same period in 1997.

But budget cuts and a potential slowdown in the US economy are expected to curb growth in the second half. Inflation, spurred by the falling peso, may also force the central bank to tighten monetary policy.

Some argue that in spite of the dark clouds, Mexican stocks are better poised for a rebound than their South American counterparts. Companies geared to the domestic market, such as



retailers, are enjoying double-digit sales growth in the second quarter, even if exporters have been hit by low commodity prices. Mexican companies have restructured and strengthened their balance sheets, said Susan Gilbertson, strategist at Citicorp in New York. The problem was there was "no huge pool of money riding to the rescue".

Others say political pressures may be Mexico's undoing. President Zedillo has sought to defy the *seculo* curse by appointing a central bank governor, Guillermo Ortiz, to run monetary policy until after the 2000 transition. But opposition politicians are calling for Mr Ortiz's resignation in the wake of a scandal over the \$65m cost of Mexico's 1995-1997 bailout of the banking sector when he was finance minister.

They have also blocked President Zedillo's legislative attempts at financial sector reform, as well as the addition of the bank bailout cost to Mexico's public debt.

"The end of *seculo* concerns are starting now," says Felix Boni of WestMerchant Bank in Mexico. He argues investors may be put off Mexico in the long-term if the country is unable to master the political will for continued structural reform.

Henry Tricks

## Dow dips as shares take a breather

### AMERICAS

Share prices lost ground on Wall Street in early trading as the market took a breather after the strong gains of the day before, writes Richard Waters in New York.

By lunchtime, the Dow Jones Industrial Average had slipped 24.17 to 8,006.29, giving up part of the narrow 165 point advance that followed Wednesday's surprise intervention to support the Japanese yen.

The performance reflected a similar about-turn in the bond market, which had fallen sharply on Wednesday's news but rebounded yesterday morning, with long-dated Treasuries gaining half a point.

Other leading stock market indices also edged lower, with the S&P 500 losing 2.37 or 0.21 per cent to trade at 1,104.74 and the Nasdaq composite dropping 2.93 or 0.18 per cent to 1,773.47.

Among stocks in the Dow, IBM and Hewlett-Packard registered the biggest percentage declines, reflecting the reversal after this week's powerful rally in the technology sector. IBM lost 3.2% or 2.54 per cent to trade at \$107.74, while Hewlett-Packard fell 3.1% or 2.14 per cent to \$74.

These losses were partly offset by strong advances in two other Dow stocks: Philip Morris, which rose 3.1% or

3.41 per cent, to \$39.94 on news that the Senate had abandoned plans for tobacco legislation, and McDonald's, which climbed 3.2% or 3.06 per cent to \$67.4, close to a year high, on continuing hopes for a rebound in the company's domestic operations.

Among the most actively traded stocks, America Online rose another 3.2% to \$6.94, in spite of comments from two top executives that they planned to keep the company independent. The Financial Times reported earlier this week that AOL had been the subject of a bid approach from AT&T, though it had rebuffed the approach.

Infocase, an Internet company, saw its stock rise 3.4% to 37.75 on news that Walt Disney had taken a large stake in the company. Arco Chemical's shares rose 3.5% to \$56.4 after a report that it was in talks about a sale to Lyondell Petrochemical.

TORONTO reversed Wednesday's impressive gains with a renewed shake-out for the telecom equipment sector helping to depress sentiment. At noon the 300 composite index was off 45.28 at 7,149.80.

Northern Telecom fell C\$1.20 to C\$75.50 and BCE gave up C\$1.05 at C\$60.80. Banks were also dull. Canadian Imperial shed 30 cents to C\$46.65 and Royal Bank of Canada came off 20 cents to C\$98.60.

## São Paulo falls away

SAO PAULO moved steeply lower in early trading as investors fretted about a setback to pension reforms.

Brokers said Wednesday's parliamentary approval of an amendment taking the cost-cutting bite out of the social security reform bill cast a shadow.

Among blue chips, Tele-

bras, 7.3 per cent higher on Wednesday, fell back 1.3 per cent to R\$126.90.

At midsession, the Bovespa index had lost 138 or 1.4 per cent at 9,769.

CARACAS tracked softening oil prices. The benchmark IBC index was 130.50 or 2.5 per cent lower at 5,017.79 at midsession.

### ASIA PACIFIC

Asian equities staged another strong rally, with TOKYO setting a fast pace in the wake of Wednesday's joint US and Japanese intervention in support of the yen. The Nikkei 225 Average ended 846.16 higher at 15,361.54.

The benchmark was only just short of its 15,398.20 trading high at the close as hopes for more concerted action to lift Japan out of economic recession gained ground among investors. The low for the day was 14,825.17.

The dollar, which rose to an eight-year high of 146 to the yen earlier this week, was trading at around 137 in Asia yesterday and this put fresh heart into the hard-pressed financial sectors.

### THE DAY'S CHANGES

	% Change
Bangkok	+8.1
Seoul	+7.1
Manila	+6.6
Hong Kong	+6.4
Jakarta	+4.9
Kuala Lumpur	+4.8
Taipei	+4.4
Sydney	+2.3
Singapore	+2.3
Wellington	+1.6
Bombay	-3.2

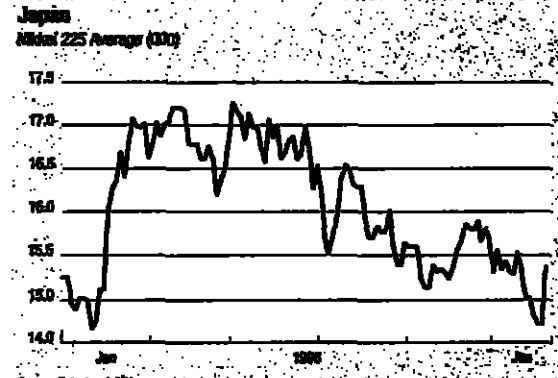
Banks were among the best performers. Bank of Tokyo-Mitsubishi and Fuji Bank both rose by their daily limit, adding ¥200 to ¥1,430 and ¥100 to ¥936 respectively.

Long-Term Credit Bank, battered lately by rumours of an imminent collapse, rallied ¥3 to ¥126.

First-session volume jumped to 701m shares from 404m on Wednesday, with rising stocks outpacing fallers by better than 8 to 1. The Topix index of all first-session stocks rose 42 to 1,188.84.

BANGKOK led the day's performance charts in Asia in spite of some profit-taking late in the session that clipped the SET index back from its session high of 394.55.

The benchmark ended up 22.21 at 326.15 in improving turnover of Bt4.3bn. That



Farmers Bank was the most active stock, adding Bt0.80 at Bt42. Bangkok Bank gained Bt1.00 at Bt43.50 after hitting a high of Bt44.

SEIHOI soared, bolstered by hopes that the announcement of a "hit list" of 55 non-viable companies indicated that the country's corporate restructuring was on track.

The composite index ended 21.68 higher at 326.15, off an intraday peak of 330.14.

Foreign demand sent many Samsung Group shares soaring on hopes that the group may give up its money-losing motorcar venture. Samsung Electronics rose W600 to its daily limit high of W647,750.

MANILA reversed a seven-day losing streak with a rise of 112.41 to 1,528.59 on the composite index. It was the steepest single-session gain since the second week of February, but dealers were quick to describe the upturn as a technical bounce. "We are simply catching up with the rest of Asia," said one trader.

Property was the prime mover. The sector index jumped 10.9 per cent, with Ayala Land gaining 1.25 pesos to 12.25 pesos.

HONG KONG raced ahead as lower interbank rates and a round of short-covering added fuel to the rally. The Hang Seng index closed 511.62 higher at 8,515.97, off a peak of 8,644.14.

China-related stocks did even better as the stronger yen eased fears of a devaluation of the renminbi. The

China Affiliated Corporations index surged 11.2 per cent and H shares picked up 9.9 per cent. Among index heavyweights, HSBC rose HK\$6.50 to HK\$187.50 and Hutchison gained HK\$3.90 to HK\$38.10.

JAKARTA was another strong performer as investors bought stocks across the board following the recovery in the yen and strong rises elsewhere in the region. The composite index closed 20.65 higher at 440.09 in turnover of Rp221bn.

All sectoral indices were up, with basic-industry and manufacturing stocks among the biggest gainers. The basic-industry index was up 10.5 per cent while the manufacturing index was 6 per cent higher.

Bellwether telecommunications stocks were the main gainers. Telkom

was up Rp200 at Rp4,275 while Indosat rose Rp75 to Rp16,600. Both dual-listed stocks account for more than 30 per cent of the market capitalisation.

KUALA LUMPUR surged ahead with the composite index closing 20.94 higher at 471.82, off a peak of 487.12.

Index heavyweight Tenaga gained 60 cents to M\$5.80 and Telekom rose 45 cents to M\$8.80, together pushing the index up 9.84 points.

Fast food retailer KFC Holdings failed to join the rally, falling 38 cents to a 1998 low of M\$2.68. Analysts blamed the fall on questions from investors over the use of company funds.

SYDNEY racked up its sharpest single-session gain since October 1997 with the All Ordinaries index advancing 58.9 to 3,808.2. Telstra rose 8 cents to A\$3.95 and recently floated insurer AMP gained 97 cents to A\$20.53 on 11.7m shares traded.

Against the trend, BOMBAY headed lower on heavy selling by foreign institutions and the BSE-30 index finished 108.63 lower at 3,292.33.

Analysts noted that some heavy selling was triggered by an unsubstantiated rumour that a group of brokers had managed to obtain a court ruling setting aside an order by the Securities and Exchange Board of India intended to restrict short sales.

### PROPERTY MARKET

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